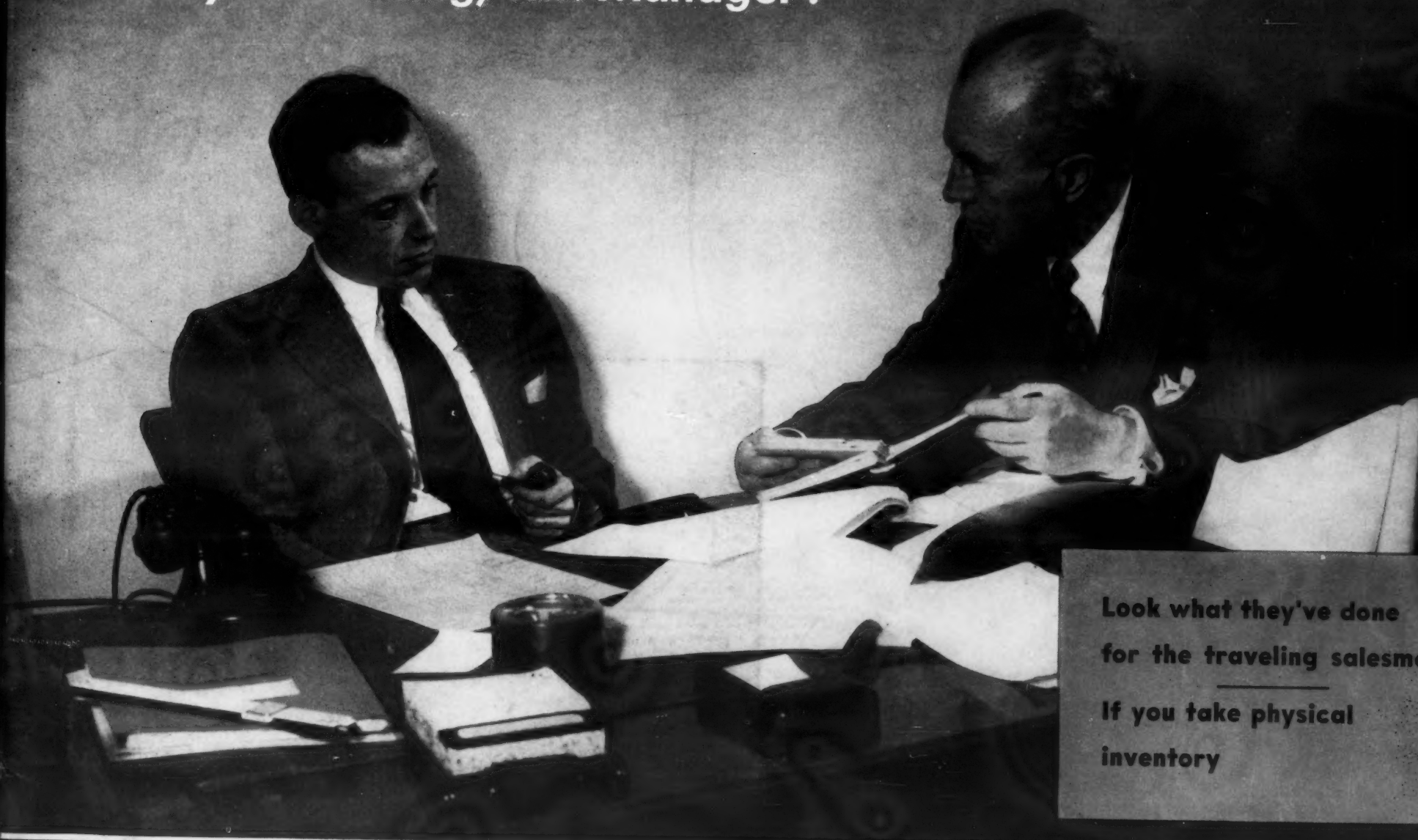


Management

m e t h o d s

PRACTICAL SOLUTIONS TO MANAGEMENT'S PROBLEMS

Are you listening, Mr. Manager?



Look what they've done
for the traveling salesman
If you take physical
inventory

ROUTE **To**
see pages

To
see pages

To
see pages

To
see pages

Is There Much Absenteeism in Your Office?

ABSENTEEISM from the office accounts for a great loss of production and costs money. An analysis of absenteeism in offices proves that a large percentage of it takes place because employees do not like their working tools and working surroundings.

This is one condition where good metal furniture, good lighting and pleasant decorative surroundings can definitely increase productivity by reducing absenteeism. Day-to-day productivity in an office is also greatly affected by employee morale. Happy and contented employees do more and better work automatically.

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You have a minimum fixed expense of \$30,000 per office employee in salary, floor space and operating overhead in any ten-year period. For only 1 to 2% of this fixed expense per employee you can completely re-equip your office with the finest quality modern metal business furniture plus good lighting and attractive decorations. Such an investment will pay for itself in an amazingly short time.

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GOOD investment**



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MODE-MAKER DESKS • GOODFORM ALUMINUM CHAIRS • METAL FILING EQUIPMENT • GF STEEL SHELVING

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Where would you go if you were a horse?

One very hot summer morning, a farmer discovered his horse had wandered away before the day's work began. The farmer searched and searched but couldn't find that horse. At lunchtime, the farmer told his little son what had happened.

As soon as he had finished complaining, the little boy left the dinner table and five minutes later walked into the barnyard with the horse trailing behind him.

"How did you find him?" his father asked.

The little boy shrugged his shoulders and said, "I asked myself where I would go on a hot summer day if I were a horse—and I went there and that's where I found him."

These days, with office costs mounting, when you get a good idea from the pages of *Management METHODS*, we suggest that you go to the logical source to get your idea implemented. Take one of these two easy-to-do steps:

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methods

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DECEMBER, 1952

VOL. 3, NO. 1

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december 1952

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a Desk like this*



IF YOU'RE the man who drives a good car . . . pays a little more for the best woollens . . . and appreciates the ultimate economy and satisfaction of buying and owning the very best, then you're the man who deserves to own the STEEL AGE *Executive* Desk. True, it costs a few dollars more than the conventional steel desk. But don't try to measure its superlative design, comfort, and rare metal craftsmanship in dollars. It can't be done. May we suggest that you call your STEEL AGE Dealer this week. He'll be delighted to give you the full particulars on the *Executive* Desk or any other member of the STEEL AGE family of Quality office furniture.

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methods

asks the

makers

TO ASSIST YOU in obtaining a maximum return on your present investment in business equipment, METHODS regularly makes this space available to manufacturers to report little known or new information about their products.

For more information, the pertinent manufacturer or his local agent should be contacted.

Product:

Edison VoiceWriter

Application:

Telephone recording

[Increased interest in the recording of telephone conversations is reflected in the two items below. There is also an article on page 12 on the same subject. Increasingly, users of dictating equipment are finding additional applications to increase their use of machines already in their shops. It should be noted that regulations require anyone recording a telephone conversation to have a "beep" signal, which is heard at regular intervals to indicate to the speaker that his conversation is being recorded.]

A credit company in San Francisco finances installment buying for a number of retail stores in the area. When a customer wishes to make a time purchase, the store takes down credit information and relays it by phone to the finance company. Fast action on each account is essential. In the past, girls were kept available at all times to type up the information on each account direct from the phone.

Unfortunately, credit calls from client stores were subject to terrific hourly and seasonal peaks. Thus the finance company had the unpleasant choice of keeping surplus personnel around to handle the peak loads, or of alienating clients

WE WERE CAUGHT IN THE MIDDLE



THEN ROBOTYPER SAVED THE DAY



IT'S SMOOTH SAILING NOW WITH ROBOTYPER!!

Caught in the squeeze between mounting paper work and a scarcity of secretarial help? Call for ROBOTYPER, the automatic super-typist. One stenographer—not specially skilled—operating from one to four Robotypers, can rip through 150 to 800 personalized, routine letters in a normal working day. Cost: less than 3c per letter. And, she'll have time for other work.



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by making them wait until lines were clear.

Using their dictating equipment, they have solved the problem in the following way. As soon as a girl in the finance company identifies a credit information call, she switches it to the telephone recorder. The client is instructed to start reading off the information when he hears the first "beep." The girl starts the recorder turntable and turns on the "beep" box. An automatic signal informs her when the recording is completed—and she punches a length mark on the index slip.

The disc is later transcribed and the buyer's credit is checked through the standard sources. The client store is then informed if the account is not acceptable.

Four minutes was the average time used in taking down credit information the old way. With phone recording, it takes only one minute. The principal gain to the company is the ability to meet all peak loads without excess of personnel.

Product:

Permoflux Scribe Tape Dictation System

Application:

Handling telephone sales orders

The following method of handling orders phoned in by salesmen may be utilized by any owner of Scribe equipment. A particular telephone extension is assigned to take all orders from salesmen. A girl merely answers the phone, flicks a lever, and the recording begins. The salesman gives his orders in detail. If these orders are, for example, received during the morning, they may all be typed and processed in the afternoon.

Similarly, the equipment can be used in receiving and handling customer complaints. The telephone pick-up is again used to record exactly what the customer has to say. This offers the advantage of transferring to responsible personnel the feelings, as well as the words, of customers who complain. Many companies make a variety of merchandise which requires precision manufacturing. When foremen are given the opportunity to hear these recorded complaints, the result is often reflected in higher quality production.



Want a clearer picture of labor costs?

A manufacturer of radio and television sets complained that his labor cost reports were coming through fuzzy.

So we told him about McBee Keysort job-time tickets, the kind used by more than 2,000 U. S. and Canadian industrial plants.

These Keysort tickets produce both payroll and labor cost figures *daily*. All time tickets for the preceding day are processed first thing each morning . . . arranged according to employee for payroll summarization and then by work output for tabulation of labor costs. The two totals are balanced every day.

Now, *without* extra personnel, *without* expensive machines, our friend gets a clear look at his figures in time to take any necessary action.

By 2 o'clock each day he has on his desk the direct labor cost for the previous day — broken down by model, by the number of units produced and by the cost per unit for the day as compared with cumulative unit costs. He also re-

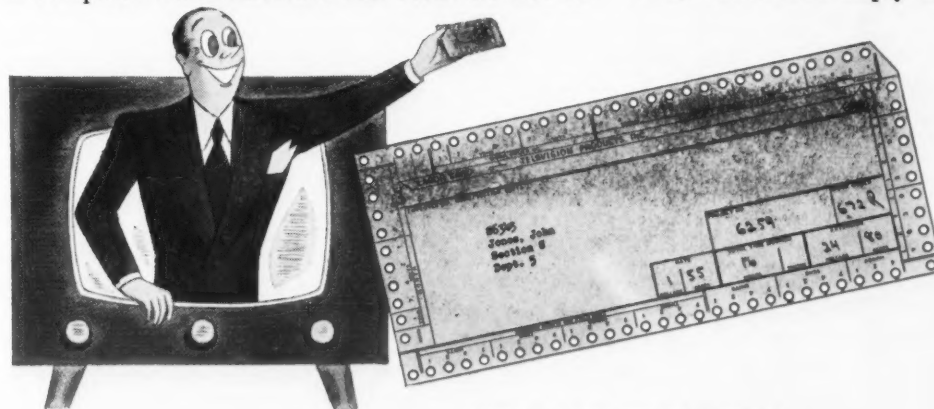
ceives the productive labor cost for the day and for the month to date.

The job-time tickets that produce all this information are simple Keysort cards with holes punched along their edges. The holes are pre-coded. Notching certain holes turns the cards into easily tapped wellsprings of data. When sorted, the cards yield their facts quickly and accurately.

No other system can provide management controls with the economy achieved by modern, flexible McBee Keysort. That economy makes it feasible to have complete cost-control information *daily*.

Leading executives in just about every kind of business are using McBee methods these days to keep tuned to every phase of their operations. That's why McBee sales have jumped *ten times* what they were a few years ago.

There's a trained McBee representative on the other end of your telephone. Ask him to tell you frankly whether or not McBee can help you. Or write us.



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methods

asks the

experts

THIS MONTH'S EXPERT



Devereux C. Josephs

President

New York Life Insurance Company

The substance of the following article has been taken from a talk Mr. Josephs made at the 29th Annual Conference of the Life Office Management Association.

In effect, an insurance company's whole operation is of a paperwork nature. Its office is a paperwork factory — often larger in terms of employees and space than a large manufacturer's plant.

Few men are better qualified to discuss the subject of paperwork productivity than an insurance executive like Mr. Josephs.

machinery, Systems, and the Priceless ingredient

The theme of my remarks this afternoon can be stated in two sentences. We must take advantage of every opportunity to reduce operating expenses in order to provide the public with insurance protection at the lowest possible net cost. But as we introduce cost-saving methods and machines that are unfamiliar to our employees, we must never lose sight of the personnel problems that are involved in such changes.

In order to illustrate the pace at which new methods of reducing costs are becoming available, I shall quote from the experience of the New York Life. Between 1940 and 1950 our insurance work-load increased about 22%, while the man power applied to insurance operations declined 7%. In other words, our average efficiency—the output of work per man-hour of labor—increased about 31% during the decade ending in 1950.

Now the 31% improvement in productivity which I have mentioned may be interpreted in another way—if we had continued our 1940 methods unchanged for ten years it would

have required 31% more labor to get the work done in 1950. This would have meant employment of 2,000 additional people.

While it was not necessary to add these additional people to our staff, our payroll during this period of time has more than doubled—but that is a matter over which we have no control. We pay the going wage rate which is

—if we had continued our 1940 methods unchanged for ten years it would have required 31% more labor to get the work done in 1950. This would have meant employment of 2,000 additional people.

set by competition among millions of employees and employers throughout the country.

However, the rising cost of operations is never out of our calculations. As the average payment to each em-

ployee increases—not only direct payments but fringe benefits as well—the greater becomes the saving through mechanization and the use of improved procedures. Fortunately we are in a business that naturally expands, so that our efficiencies do not result in unemployment.

Let me outline a few of the things the New York Life has done to increase this efficiency of operation.

First, we have acted the way every manufacturing company does when there is a scarcity of labor: we looked around to see if there could be a broader or more effective use of machines to increase the output—the leverage—of the individual employee. Increasing scarcity of clerical workers has stimulated the search, and has been matched by the manufacturers of office equipment who are helping us discard the pick and shovel concept of office operation.

Office machinery is a relatively new field. Some of you in this room can recall the time not very far behind us when the typewriter, the adding machine, and a hand operated comptom-

methods

As the average payment to each employee increases—not only direct payments but fringe benefits as well—the greater becomes the saving through mechanization and the use of improved procedures.

eter were the limit of usual equipment found in the most progressive offices. The change can be illustrated by these figures which give the average value of the office machinery in use per clerical employee—

1900	—	\$ 70
1920	—	140
1950	—	260

Thus, there occurred during the first half of this century an almost four-fold increase in the value of equipment used by the average office worker. Even after allowing for the element of price inflation which explains part of the increase, the indicated progress in mechanizing clerical work looks fairly impressive. But the corresponding trend in capital equipment per worker in all branches of industry, over the same period of time, showed an increase of almost eight-fold. So it appears that the application of labor-saving devices to the office has been lagging behind the rest of the parade.

Let's emphasize the point another way, by comparing the present amounts of equipment in use.

In 1950 the average office worker was assisted by only \$260 of machinery, whereas in private industry as a whole \$1,700 was invested in equipping the average worker. I should emphasize that I am quoting rather rough estimates but the orders of magnitude and their trends are accurate enough for the purpose.

These comparisons indicate, to my mind, that we are only on the threshold of an expanded rate of capital expenditure which will give the white collar worker the effectiveness that we can expect from full utilization of modern technology.

Substantial as may be the effectiveness of this new machinery now available and that which is on the drawing

boards of the manufacturing companies, these modern devices are in no way a substitute for improved techniques and procedures. When clerical labor was very cheap, it often did not seem worthwhile to change the well-accepted procedures and upset the routines which were thoroughly understood. Clerks were not paid much and not much was required. It was cheap to check, doublecheck and proliferate records against the time when they might be needed. But with the growing scarcity of personnel in many classifications, our resourcefulness must be used to devise new systems which produce cost reduction, improved service to policyholders and an upgrading of jobs.

Do not forget that a new mechanical device is only a tool. Such tools might be able to reduce the staff needed for a given operation, but a better-planned procedure with employee cooperation may save the cost of the whole operation.

Do not forget that a new mechanical device is only a tool. Such tools might be able to reduce the staff needed for a given operation, but a better-planned procedure with employee cooperation may save the cost of the whole operation.

Therefore, in the New York Life we set out to simplify our systems and procedures, as all of you have undoubtedly done. Here is one example: instead of struggling to make even more efficient the handling of our premium receipts, we along with other companies eliminated them altogether.

It is appropriate here to issue a warning against what I call the "fallacy of insignificant economies." Because our repetitive operations are so numerous, any minute savings is distorted by a large multiplier into the appearance of a substantial economy. Actually it may be only the introduction of annoying and profitless inferiorities—cheap paper, shabby appearance, etc.

Our list of changes may not be par-

ticularly helpful to you except as an illustration. New procedures must be cut to measure. They can't be bought in cellophane packages. You can get hints and ideas from other companies but each company has to do its own re-designing. We do not always see the most obvious things because they are so familiar to us, but we hope that our vision will be corrected if we look through the right type of glasses. Here are the spectacles which may help correct our sight.

1) We have established a separate department to study and recommend new methods and procedures. For a small company this need be only one individual. But whether it is a department or an individual, *it will not be effective unless it is some one person's main job*, nor will there be any satisfactory progress if the responsible person is allergic to new ideas or devoid of curiosity.

2) Timing is an important consideration in making changes. A program must be planned in advance, started at a propitious moment with plenty of time provided for thorough development and staff preparation.

3) Top management must work hard to create an atmosphere of receptivity to change. It is important to make change, or more accurately the consideration of change, fashionable.

4) The ideas of the procedures department should be given an open minded hearing by the old timers who have had responsibility over the years for routine operations; and, equally important, the views of the old timers must be invited and thoughtfully considered.

5) A procedures department is an aid, it definitely is not a substitute for thinking by heads of operating departments who have the ultimate responsibility for doing a more efficient job.

6) Copy or adapt freely from competitors and other companies faced with similar problems. Visit and encourage visits. We believe that host and visitor both gain thereby.

7) There is no substitute for cross-fertilization of ideas. This Company has drawn candidates from our own group to train along new lines or to be trained outside our walls; and we have employed men and women who have

secured mature experience in other companies. Further, we have occasionally brought consultants in to review our operations and suggest changes. It is sometimes wise to have unpalatable criticism and suggestions come from an outside source.

We have been talking about machines and methods. They must be used by people; but they are not interchangeable with people. And in the last analysis, ultimate effectiveness of our business operations depends upon people.

Unless the personnel who run the machines or use the systems are made to feel that they are participating in a common endeavor, are made to want to cooperate, the machines or techniques will be of not great value.

That is why we must continually refer to the attitude of the employees. Will they be receptive to new ideas; how can they be encouraged to cooperate? To understand them and have them understand us, to make sure that

Top management must work hard to create an atmosphere of receptivity to change. It is important to make change, or more accurately the consideration of change, fashionable.

they are placed in jobs where they will be most useful, is the dominant need in effective and economical administration. To succeed in this is the newest of the arts of management and by far the most important because of the profound social changes in the last generation.

As productivity of workers is increased by machines, as more must be spent on training, as wages advance trained workers become a more valuable asset. They have greater leverage by reason of the machine and you as managers, have, in turn, greater leverage over the systems that include the employees and their machines. But herein lies a danger. The changes will be sterile if they are considered only as an effort towards efficiency and economy — namely from the company's

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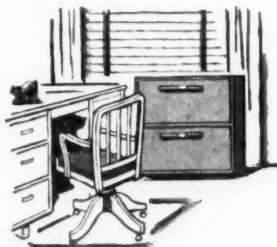
Rock-a-File compartments project less than eight inches when open, "rock" open and shut effortlessly, and permit two or more persons to use the same file cabinet simultaneously. Alcoves, corridors, small corners and many other hitherto impractical locations become ideal filing space with Rock-a-File.

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point of view. The employee side must never be out of management's mind. Employees are your associates in the full meaning of the word. The machine is their servant. It frees them from drudgery. It creates new jobs and a challenge in every old one.

The employee side must never be out of management's mind. Employees are your associates in the full meaning of the word. The machine is their servant. It frees them from drudgery. It creates new jobs and a challenge in every old one.

Our new goal as managers is to achieve as smooth a functioning of the employees as of the machinery or system with which they are concerned. We are quick to complain if IBM or Remington Rand or a dozen other manufacturers of office equipment do not spend enough time, money and ingenuity to assure the reliability frictionless operation of their machinery. Do we strive for anything like the same elimination of friction among our employees?

We must, then, ask ourselves this question—has my Company put Human Relations at the top of management priorities? Have all persons in management accepted their share of the job—for it is everybody's job?

The successful approach can be summarized in a few words. Men and women regardless of their place of employment work most effectively when they are satisfied. And they get satisfaction in their work only if it is appreciated, if they get fair pay, promotion as deserved, reasonable security and, perhaps most important of all, are treated as individual human beings. The achievement of employee satisfaction must be the objective of your personnel policy—and your efforts must be sincere. No magic formulas will get results. Provided there is honesty of purpose, success will follow constant, patient and intelligent application of sound techniques.

The attitudes of top management are most important. Indeed they are

controlling. Think of new machines, systems and techniques not as the reduction of the number of employees but as the opportunity to release hitherto unused talents for work at a higher level. Think of the stimulation which will come from upgrading jobs above mass routine operations. Top management must encourage innovations by giving recognition down the line to all who are alert to suggest them. Effective changes are not made by executive edict.

Managerial and personnel specialists of the country are attacking the problem on all sides. A great deal of dust is being kicked up, a few false trails are being followed, but we are advancing steadily in theory and practice. We are learning a lot about the motivating forces of workers. We understand better their attitudes, what makes them put forth their best efforts. "Job satisfaction," "recognition," "career opportunity," "development of potential executive ability," are getting to be familiar terms.

There has been a marked change in business administration. Each generation calls for leaders of different skills to reach what may be at the time the most important objective.

We are now in a period when the outstanding managers of our business enterprises are not pioneers or traders,

We are now in a period when the outstanding managers of our business enterprises are not pioneers or traders, not production men, not financiers, not engineers, but men and women skilled in the art of human relations.

not production men, not financiers, not engineers, but men and women skilled in the art of human relations.

And so, as business managers, each of us must contribute his share by exercising, within our own companies, our talents in human understanding and skill in human relations. This is the priceless ingredient of modern administration.

methods

m e t h o d s



COVER STORY

A glance at the charts on this page would indicate that American management *isn't* listening.

The ratio of "paperworkers" to factory workers, in industry, has been variously estimated as ranging from 1 to 1, to 1 to 20, depending upon the type of business.

The chart at upper right, based upon an average of representative industries in 1950, shows a ratio of 1 to 21½. This chart also shows that in the same industries in 1900, the ratio was 1 to 30.

There isn't a man in business today who doesn't deplore the growth of "paperwork." But few seem to be doing much about it. Whatever the *cause* of the paperwork increase, do you realize the size of its bite?

A ratio of one clerical employee to every 21½ men in the factory means that about a third of your cost of doing business is spent on your office operations.

Can The Cost Be Reduced?

A glance at the second chart, based on Mr. Devreux Josephs' figures, seems to say "yes, but when?"

In effect, during the last 50 years, while America's greatest productive genius was being released, management increased its investment in the tools of production *eight-fold*.

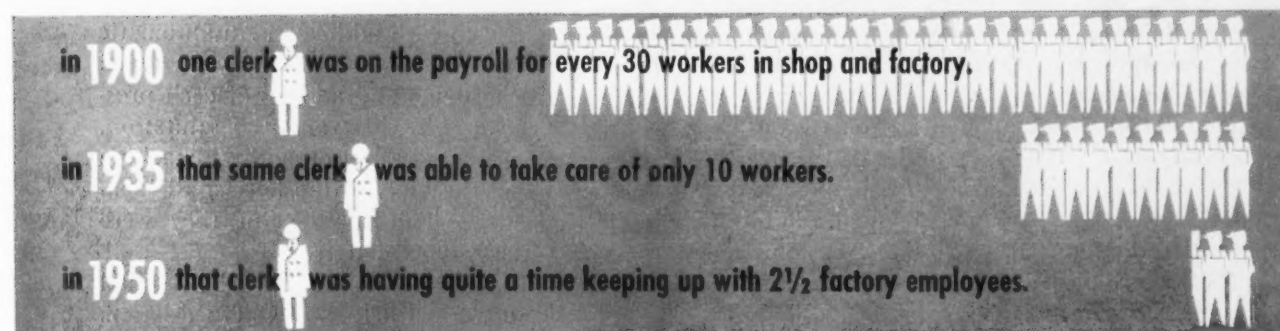
But what happened in the office? While office labor costs rose 7½ times, the investment in "tools" for the office worker increased only 4 times. Mr. Josephs shows restraint when he states, "It appears that the application of labor-saving devices for the office has been lagging behind the rest of the parade."

The same man who willingly approves the purchase of a machine tool for the factory balks when it comes to mechanization of the office. The fact of the matter seems to be that office costs, while deplored, aren't recognized as being reducible through the employment of improved equipment and techniques. The harassed executive, perpetually chasing a break-even point, accepts a fixed office overhead and exerts his leverage elsewhere.

Paradoxically, even when he does make a real effort

Are you listening, Mr. Manager?

WHEN SOMEONE SAYS, "I CAN SAVE YOU MONEY" DO YOU GIVE HIM A CHANCE TO PROVE IT?



to seek out potential savings in the office by employing experts, the "fixed cost" image seems to stick. Just last month the Systems & Procedures Association of America, a group of trained methods men employed by private firms, devoted a substantial share of its annual meeting agenda to the problem of "selling" management. These men, hired by their respective firms to streamline paperwork, are having trouble convincing the men who hired them that office costs can be lowered! (See *METHODS*, September, 1952).

Boiled down, it would appear that there are three reasons why paperwork and allied "non-productive" office costs have been allowed to increase disproportionately, despite the availability of proven cost reducing equipment and techniques.

1) Management has knowledge of new or improved equipment that makes for increased productivity but because of an immediate poor financial position, feels it mandatory to conserve all cash on hand. But, there have been, and are, other cases where management gives the explanation "no money" without allowing the business equipment salesman to demonstrate how

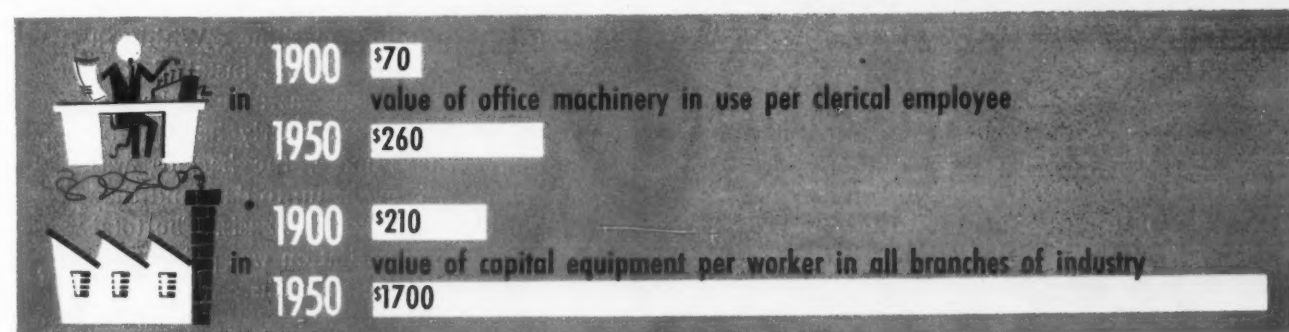
it is often possible to actually pay for improved equipment out of savings induced by that equipment.

2) Management, for a variety of reasons is simply not aware, or *kept abreast* of progress in the very broad "paperwork processing" field. Analysis of reader response to description of techniques and equipment appearing in *METHODS* indicates an appreciable number of management men are from many months to many years behind in awareness of "new" equipment and techniques.

3) Management is aware of the need and the available methods, but is too preoccupied elsewhere, or too afraid of change, to act. Newton summed it up a long time ago when after observing man and matter he concluded—a body at rest tends to remain at rest until acted upon by an outside force.

The "outside forces" are available. Business equipment salesmen are one such force. Management associations are another. This magazine is yet another example. But Management must listen.

On the next two pages are a few thumbnail case histories of firms that listened—and profited.



Someone listened

and **ACCOUNTS RECEIVABLE**

costs were reduced

A machinery and supply company had been machine posting their accounts receivable ledgers and sending out monthly statements as a matter of routine. A business equipment salesman approached them with the idea of eliminating their monthly statements. He surmised correctly that they billed by invoice, expected payment by invoice, and that their customers invariably paid by invoice. Management was dubious but did contact some key customers and discovered that they actually ignored statements. Some even instructed their clerks to destroy them.

As a result, the company adopted a "ledgerless bookkeeping" system, omitting all statements. The few customers that objected were kept on a statement system.

The end result was an annual saving of \$10,000.

Someone listened

and **DIRECT MAIL**

costs were reduced

A Chicago publishing company had been soliciting subscriptions using standard printed direct mail letters. Although various attention-getting devices were employed, the average "pull" per mailing seldom went over 10%. One particular list of names that had been heavily solicited was about to be dropped when the circulation manager decided to try individually typed letters to each addressee. An automatic typewriter was used. The typist typed in the name and address of each prospective subscriber and the salutation, then pushed a button and the machine typed the body of the letters, all identical, at high speed. But they were actually-typed letters.

In spite of the fact that the list had been worked before, these typed letters pulled better than 50%. And 46% of the new subscriptions were for 2 years!

Someone listened

and **TELEPHONE**

costs were reduced

A California oil company with its widely disbursed refineries and offices had enormous long distance toll call charges. In addition, their need for split second coordination was obstructed when the public lines were excessively busy.

In 1946, when it became evident that their present telephone installations would have to be completely overhauled, they investigated the possibilities of owning an internal telephone service.

Although installation costs were high—\$795,000 for equipment and installation — the firm has found that their annual savings are running almost \$200,000! In spite of the fact that employees are now making more than 11,000 calls each day, far more than expected, the equipment will be amortized within less than 4 years.

Someone listened

and **ORDER PROCESSING**

costs were reduced

A hardware company was receiving 300 orders daily from their salesmen, each order containing from one to ten pages. Though some orders came in late in the day, it was necessary to process all orders daily, preferably without overtime. Manual methods made this impossible without two billing clerks working 5 to 6 hours overtime every night.

By adopting a copying machine method, the company is now able to process all orders within a normal work day. One billing clerk has been made available for other duties. In addition, estimated monthly savings are running almost \$150 per month, which will pay for the new machine within a year. Errors previously made in transferring information from order to invoice are eliminated since there is no chance for human error.

Someone listened

and **ACCOUNTING**

costs were reduced

A title company had been employing four bookkeepers for their detailed accounting system. All receipts were posted by hand on individual cards and then transcribed to a cash receipt journal or cash disbursement journal. Checks and explanatory letters added to the clerical burden. In spite of overtime, work generally lagged as much as three months behind. Any efforts to increase speed resulted in errors.

The firm called in a consultant who recommended the purchase of an electric accounting machine. Within a short time after it was installed, one machine operator was able to handle all of the work formerly handled by four. What's more, the backlog was gradually brought up to date and they are now on a current basis. The total cost of the installation was paid for in a matter of a few months.

Someone listened

and **COLLATING**

costs were reduced

An aircraft manufacturer producing its own internally printed instruction manuals for its equipment had been gathering and collating the pages for these booklets with old manual methods. Using a combination of wooden bins and pigeon holes, they found that it cost them as much as 90¢ a thousand pages to do the work. A fluctuating number of clerks handled the operation simply because it was impossible to keep people at the job without excessive turnover.

At the suggestion of a methods man they introduced a system employing simple metal gathering racks. A test run proved that a single girl could handle as many as 3500 sheets an hour at a cost of only 25¢ per thousand sheets. Result: one girl handles the job alone and does the work three times as fast as with the old method.

Someone listened

and **INVENTORY**

costs were reduced

A plastic manufacturer, using old inventory control methods, was carrying a \$400,000 investment on his stock shelves. In spite of this high cost, he was plagued by frequent shortages and in some instances, overstock of obsolete items.

A new visible vertical inventory control system was installed. Today, three years after, although the number of items stocked has increased from 6,400 to 14,000, inventory investment has not increased.

In addition, where a stock record clerk formerly was able to handle the disbursement of only 150 items a day, he now averages 260. At the same time, one posting clerk now does the work that formerly required two.

Someone listened

and **PAYROLL**

costs were reduced

An engineering firm was having great difficulty in preparing its payroll for 700 men on a large project they were handling in the South. Every available typist in the office was used to help prepare the payroll each week from the timekeepers' pencilled reports. With only 11½ days to have the payroll ready and checks typed, they were often behind a full week on payroll work summaries and distributions. Errors began to creep in because of the haste.

By adopting a "one writing" duplicating system, their peakload problems stopped. They were able to do the work with one less typist at a saving of over \$2,000 a year. Estimated over-all operating saving is \$12,000 a year. Yet the cost of the new system, equipment-wise, was only about \$400!

Someone listened

and **INVOICE TYPING**

costs were reduced

A Pennsylvania wholesaler had been preparing his invoices, using loose sheets and carbons on a standard typewriter. Normal production for a typist was about 16 sets of invoices per hour. Almost as much time was spent inserting carbon paper between forms as was spent in typing.

When the company changed to a 5-part factory-interleaved carbon set, continuous marginally punched for use on an electric typewriter, production jumped to 36 invoices per hour!

According to an official of the company, this 125% increase in invoice production not only quickly pays for the additional cost of the new forms and equipment, but produces a considerable saving every month.

Someone listened

and **DRAFTING**

costs were reduced

A large Detroit manufacturer was spending about \$75,000 annually in retracing worn-out drawings. Average life of a tracing was six months, during which period it might be revised as many as six times and be used to reproduce 500 or more blueprints.

As a solution, they decided to make blueprints from intermediate, rather than from original drawings. By adopting a new autopositive paper as the intermediate, substantial savings have accrued. The \$75,000 a year drafting cost is completely eliminated. In addition, their backlog of 50,000 active drawings prepared before the new system went into effect, have also been processed. Sidelight: by microfilming many of these old drawings and destroying the originals, the company has reduced its filing space for these records by 75%.

LeFebure

COMPLETE POSTING UNIT!



52
Stock
Sizes

MAGIC KEY
ADJUSTO
TRAY-BINDER

EXCLUSIVE! Compressor plates made to fit sheet size at no extra charge!



SAVES SPACE!

SPEEDS PAPER HANDLING!

SAVE 5 TO 15 MINUTES EVERY HOUR
DURING MACHINE POSTING.

Installations prove it! LeFebure Tray-Binders, Posting Stands and Bookkeeping Machine desks provide an orderly arrangement — more room at less cost. Everything at hand . . . uninterrupted work. Space saved — time saved. Let our trained representatives help YOU—

WRITE FOR FURTHER INFORMATION

LeFebure CORPORATION

CEDAR RAPIDS, IOWA



The World's Most Complete Line of Posting Trays, Tray-Binders and Stands



(Circle 703 for more information)



This
PORTABLE SECRETARY
*Goes anywhere
with you...*

The compact, lightweight *Voice-Master* dictating machine, with self-enclosing cover and recessed handle, is ready to travel whenever you are. Just snap the cover closed and take it along.

In the field, you talk on paper—dictating reports and letters on *foldable* magnetic discs. These Magic Discs are so light and thin that 6 can be mailed in an ordinary envelope for 3c.

Thousands of businessmen, "at home" and "on the road," are saving time and expense with *Voice-Masters*. Let us tell you who they are, and why they like this "portable secretary."

MAGNETIC DISC DICTATION
*"IT LETS YOU
CHANGE
YOUR MIND"*



Magnetic Recording Industries
30 Broad St., New York 4, N. Y.
Please send me complete information about the
Voice-Master.

Name _____
Title _____
Company _____
Address _____
City _____ State _____

MAGNETIC RECORDING INDUSTRIES
30 BROAD STREET, NEW YORK 4, N. Y.

(Circle 719 for more information)

LOOK

WHAT

THEY'VE

DONE

FOR THE **Traveling salesman**

WRITING UP ORDERS AND CALL REPORTS

CAN NOW BE A THING OF THE PAST

Let's take the case of Joe Blank, traveling salesman, covering four states in the Midwest, and operating out of your New York office.

Joe starts the week in Ohio, hits four towns on his first day, makes seven calls, and drives 200 miles at the end of the selling day to be in Detroit for the next morning's business. He gets into his hotel room in Detroit at 10:30 p.m., tired and irritable. Still ahead of him is two hours of paper work—writing up orders, perhaps making a full report on a dissatisfied customer.

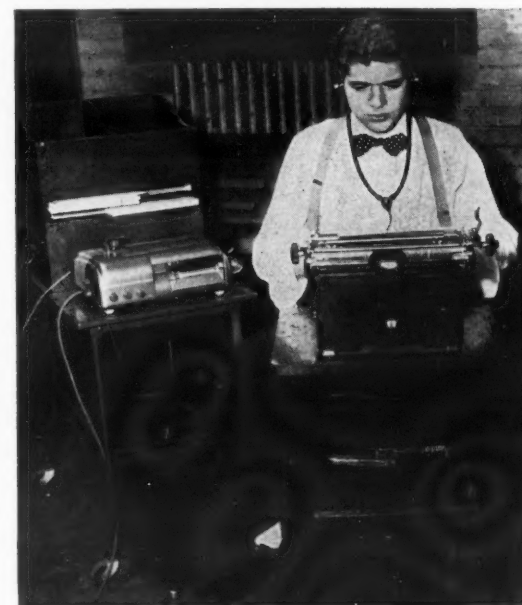
Sometime after midnight, he mails a bulky package to the home office and falls into bed. The mails being what they are, you'll be lucky to get his orders Wednesday or Thursday, and chances are they'll be pretty crudely done.

Now let's see the same Joe Blank relieved of his clerical chores. As soon as he gets into his hotel room, he places a long distance call to New York. The call goes to a special phone in your office, via a special phone number. There's no one there to answer, but an

automatic device "picks up the receiver" and activates a recording machine. Joe, with a copy of your order blank in front of him, methodically dictates his business for the day. If any special reports are needed, he rattles them off with full details, uninhibited by the need for writing. When he's through, he hangs up and the phone on the other end also automatically cuts off the call and the recording machine.

Next morning, a typist removes the plastic belt from the recording machine, types up the orders and reports,

LEFT: This picture shows mainly the proximity of machine to the city desk and to the man responsible for its operation. He is the assistant city editor on duty (righthand man with back to camera). Unit was placed here because an assistant city editor always occupies that chair. **RIGHT:** This is a reporter transcribing a record. The transcriber is that small machine in the middle left, mounted for convenience and mobility on a typewriter stand with a cabinet to contain fresh belt, paper, carbon sheets, etc. The reporter controls the transcriber with that foot switch. He starts the belt, listens to five or ten words (whatever his capacity), stops it, types those five or ten words, starts it again.



methods

Stands Out For OFFICE ECONOMY



Evans

GATHERING RACKS

Every office collates or sorts papers some time—most do it daily. With the Evans Gathering Rack this is done in half the time and at half the cost.

3,500 sheets an hour are easily gathered by one worker without fatigue. Worker sits or stands. Of all aluminum, each section holds 500 sheets at inclined angle for fingertip gathering or sorting. Use racks singly, or two or more together for larger gatherings. Racks collapse for setting aside.

GUARANTEED to produce quicker and more accurate results than any other collating aid on the market.

8 MODELS—priced \$11.00 to \$25.00

SHOWN: Two 6-section DU Racks at \$14.00 each.

See Your Dealer or Write

Evans Specialty Co., Inc.

421 N. Munford St., Richmond 20, Va.

(Circle 707 for more information)

50% FASTER FILING with Oxford PENDAFLEX



ABOVE: No papers can be filed without laborious search through old style filing folders.

BELOW: The desired PENDAFLEX hanging folder is found instantly and papers filed in half the time!



Mail coupon for more information.

Oxford Filing Supply Co., Inc.
86 Clinton Road, Garden City, N. Y.

Please send PendaFlex catalog and name of dealer who will make a TRIAL (money back) INSTALLATION.

(Circle 706 for more information)

december 1952

and has them on your desk by ten o'clock.

Costs? Lower than you might think taking into account man hours saved, completeness of detail and accuracy. More of that later.

How The System Developed

Oddly enough, this sales managers' delight is the result of ingenious thinking on the part of a newspaper, the DETROIT TIMES, which needed a system for speeding up the transmission of its reporters' copy. They needed a faster, more reliable method for transmitting prepared newspaper copy to the city desk. Correspondents were complaining too often about delays—sometimes as long as 5 hours with legislative copy filed less than 100 miles away. Too often edition deadlines were missed because of poor service for "overhead" matter.

Teletypewriters and leased wires were no answer unless the reporter could file his copy during specific hours when the facilities were available. In small towns, for example, telegraph offices were often shut up by the time the reporter was ready to transmit.

In search of a better plan, the TIMES began to explore a heavy-duty office model dictating machine and transcriber. There was nothing new about the idea. Many newspapers (and sales offices) had standard dictating equipment which could be connected to a telephone. Incoming calls had to be individually answered, however, and the equipment had been principally used in a protective sense for recording two-way telephone conversations.

The thinking of the TIMES was not along that line. They wanted a wholly automatic operation that permitted a reporter to phone in any time of the day or night without someone at the other end to answer and connect the recorder. This meant the device had to turn on and off by itself. Moreover, it had to require a minimum of attention from anyone in the office.

With the help of Michigan Bell Telephone technicians and even Michigan Bell lawyers who had to request changes in FCC regulations, a system was developed that eliminated even using the switchboard of the TIMES. A special private number, to which the

recorder was attached, was set up. Calls are made from the outside on a station-to-station basis. If the line is busy, the reporter is not held at the switchboard in an expensive tie-up. He waits until the number is free.

On the other end, the assistant city editor controls the recording device. At the start of each trick he simply assures himself that the machine is turned on. When a call comes in a light blinks at the city desk. When the transmission call is completed, the light goes out. The city editor then removes the belt and assigns it to an idle rewriter or reporter to transcribe.

A reporter can call in from anywhere—a drug store, a restaurant, or a phone booth on the scene of a story. When he hangs up, the call is automatically cut off to prevent wasted tolls.

Costs Are Relatively Low

The cost of the DETROIT TIMES transcriber and recorder is \$1357. Telephone company installation charges, which are non-recurring, were \$80. The monthly rental for Bell equipment is \$21. The plastic belts used for recording, which will handle from 3,000 to 4,000 words, cost only 5¢ each.

There was a little fumbling on the part of reporters at the beginning. For that reason the TIMES demanded that their men pre-write their copy before transmitting. In the case of the salesman, of course, a copy of his order form and rough notes in front of him will easily keep him "on the track." The transcriber, using the same order form, has no difficulty.

The technique need not be restricted to traveling men. If you have salesmen operating in a metropolitan area, the same device can be used, thus eliminating costly travel time to the office each morning and night. By avoiding city traffic and such travel, a salesman can often make two or more additional calls each day.

Other uses are also feasible. For example, a large factory operation could use the technique for phoned in reports on maintenance jobs. In fact, any business operation which requires men to be on the outside most of the day but who must prepare voluminous reports of the day's work, will find the system economic and accurate.



PAYCHECK "OUTLOOK" ENVELOPES

Eliminate Time and Expense of Addressing, also chances for Errors.

Paycheck "Outlook" Envelopes are absolutely opaque; essential when wages are paid by check. Nothing shows but the employee's name. This improves personnel relations.



Send for Samples
and Prices Today

OUTLOOK ENVELOPE CO., Est. 1902
Originators of "Outlook" Envelopes
1001 W. Washington Blvd., Chicago 7, Illinois

(Circle 702 for more information)

Lightning FAST

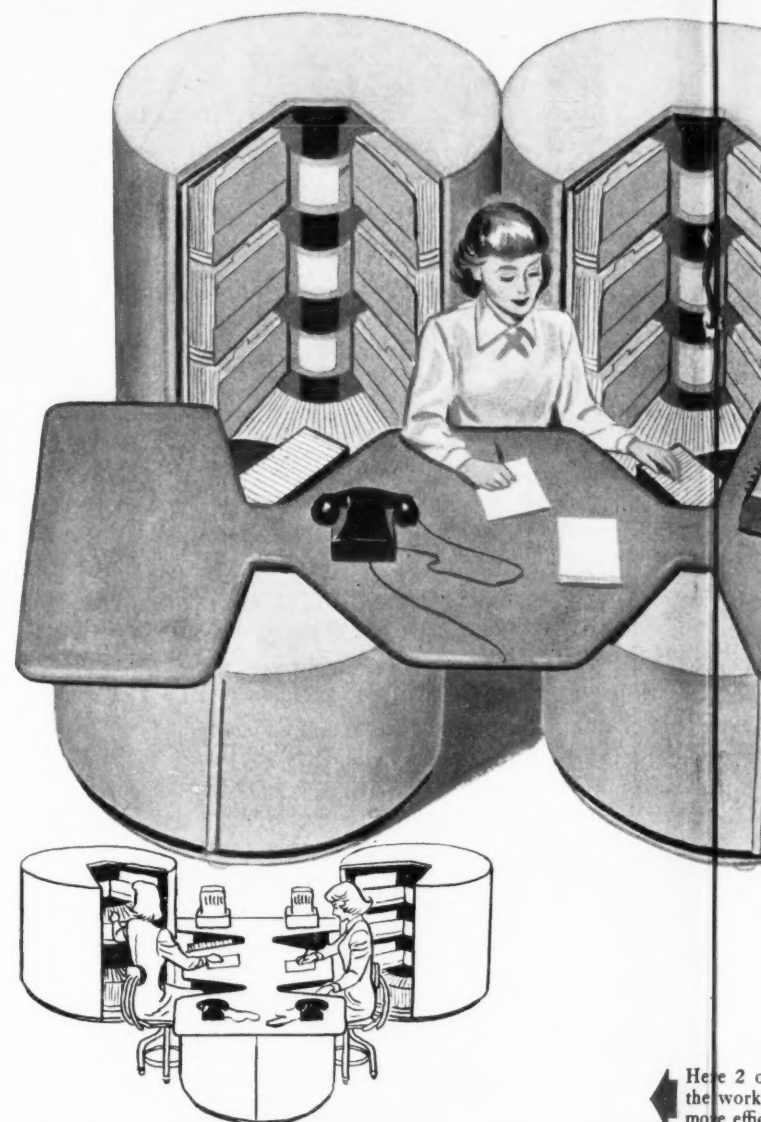
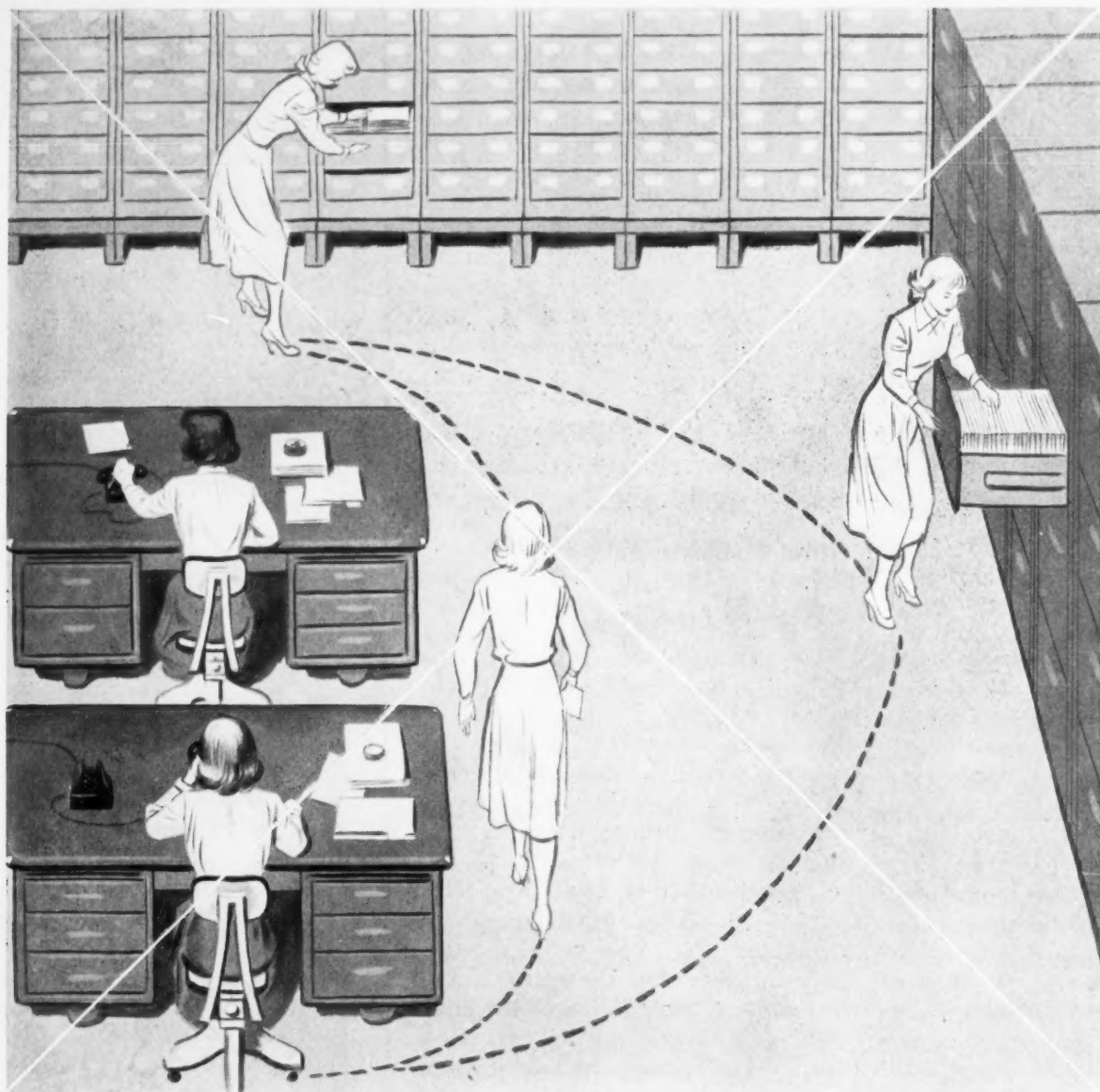
Super speed, feather-touch action
... quiet, smooth performance ...
symmetric keyboard ... precision
built mechanism ... eye-appealing
case ... simplicity of operation —
only ADDO-X gives you these top
quality features. Write today for
complete details.

ADDO-X

(Circle 708 for more information)

ONE CLERK DOES THE WORK OF TWO...

UNIT CONTROL OF CARD RECORDS AND CORRESPONDENCE



4 TIER ROTOR CORRESP-FILE EQUALS 12 OLD STYLE DRAWERS—ALL FILING DONE FROM DESK POSITION



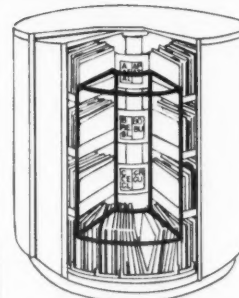
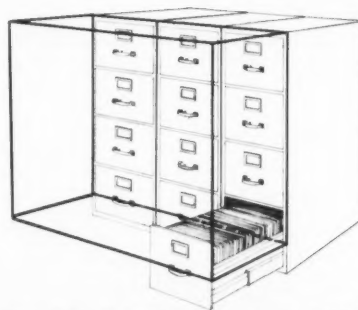
NO STRAIN to file in *any tier*—no heavy drawers to pull and push.

WORK COMES TO THE OPERATOR—a gentle pressure rotates the tier, bringing the work to within 6 inches of the operator.

NO WASTE SPACE FOR GUIDES, CLIPS, ETC.—these are all located on the roomy outside perimeter.

TAKES ANY SIZE RECORD—or any combination of records to fit your individual needs. The unit at left can be set up to house 176,000 tabulating cards.

91% OF THE WORK SPACE ELIMINATED



File clerks work in 4,026 cu. in. compared to 51,084 cu. in. on old style drawer files.

6 TIER ROTOR CORRESP-FILE GIVES YOU A 30% SPACE SAVINGS



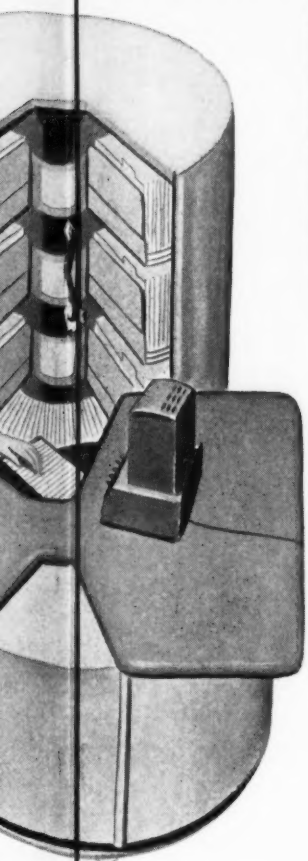
84% OF FILING SPACE—DESK POSITION—adjustment allows to work as high as 6' from a seated position.

HOLDS THE EQUIVALENT OF 12 OLD STYLE DRAWERS of correspondence.

SAVES MORE THAN 30% FLOOR SPACE—File builds up into space rather than out on floor.

LARGE CAPACITY FOR ANY SIZE RECORD—ample the unit at 264,000 tabulating cards combination of various sizes.

...
CORRESPONDENCE



**NOW YOU CAN ✓ CUT OPERATING COSTS ✓ INCREASE EFFICIENCY
✓ STEP UP PRODUCTION ✓ BOOST EMPLOYEE MORALE
IN YOUR FILING OPERATION — IT'S AS SIMPLE AS SAYING...**

"HAVE A SEAT, MISS FILING CLERK!"

**YOUR CLERKS WORK AT A DESK—IN A
COMFORTABLE SEATED POSITION—WITH**

ROTOR-FILE

**—GONE IS THE PHYSICAL LABOR—THE
STOOP, STRAIN, SQUAT AND KNEEL!**

COSTS ARE LOWER with Rotor-File, because you get more work from fewer — and happier — employees.

EFFICIENCY IS INCREASED because the Rotor-File Clerk takes pride in her job — she works at far greater speed, with far less effort.

PRODUCTION IS INCREASED in every case where Rotor-File is compared to other filing methods. This increase has been as high as 200% in some cases.

EMPLOYEE MORALE is vastly improved — because at last the filing clerk can share the comforts of secretaries, machine operators, typists, etc. who normally work in a seated position. This means less turnover, fewer training problems — and a sounder, more profitable operation.

← IN PLACE OF 2 operators, 2 desks and batteries of widely scattered files of correspondence and cards, we have 1 operator, comfortably seated at a desk—with all card records and 24 drawers of correspondence at her fingertips.

**DESK ROTOR-FILE, A COMPLETE WORK
STATION COMBINING DESK AND FILE**

DESK ROTOR-FILE expands with your needs. The unit shown at right houses from 10,920 to 118,600 5 x 3 inch cards — or any combination of cards and correspondence. Start with 2, 3 or 4 tiers, and add as your needs increase.

UNIT OPERATION is easily achieved with Desk Rotor-File. This unit, in combination with high models of Rotor Corres-File, offers you unlimited combinations of records — all instantly available to one comfortably seated operator.

AVAILABLE AS SINGLE DESK UNIT for smaller capacities of cards and records. This single desk model houses up to 59,000 5 x 3 inch cards.



**ROTOR CORRES-FILE GIVES
A 36% SAVING IN FLOOR SPACE**

OF FILING DONE FROM
K POSITION. Simple chair
stment allows the operator
work as high as the 5th tier
a seated position.

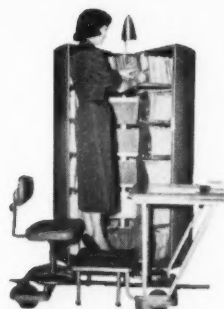
DS THE EQUAL OF 18
WERS of correspondence.

ES MORE THAN 36% IN
OR SPACE—Rotor Corres-
builds up into dead air space
er than out on valuable floor
e.

RGE CAPACITIES OF
Y SIZE RECORD — for ex-
e the unit at left can hold
00 tabulating cards—or any
ination of various sizes.



HIGH CHAIR HEIGHT
for seated filing in the 4th
and 5th tiers.



CONVENIENT FOLD-
AWAY STAND for fil-
ing in top tier.

Effective Tools for Effective Management

**WASSELL
ORGANIZATION, INC.
WESTPORT 9, CONN.**

I'd like to hear more about how Rotor-File can cut costs and step up efficiency.

Name _____

Title _____

Company _____

Address _____

City _____ Zone _____ State _____

(Circle 712 for more information)

thought starters

PURCHASING

thought starter

90% savings in receiving report preparation

Savings more than 90% have been made in the time required to prepare Receiving Reports at Mississippi State College, according to Mr. Saye, their Purchasing Agent. He states:

"Listing the invoice number, date, and amount takes the place of listing

\$25
IDEA

submitted by R. E. Saye

Purchasing Agent
Mississippi State College

the many hundreds of different items received on partial shipments. One copy of each invoice is forwarded to the Receiving Clerk as soon as it is received from the vendor. Copies of the Purchase Orders are used for the Receiving Reports when all items are received in one shipment.

"The Receiving Report is also used as a voucher to pay invoices. This saves almost 100% of the time formerly required to prepare vouchers for the payment of invoices. Invoices are checked against the Purchase Order and paid. It is not necessary to make an item by item check against the Receiving Report. The invoice number and the total amount is checked against the Receiving Report. This saves almost 50% in the time required to check invoices against Purchase Orders and Receiving Reports.

"The Receiving Report form (see cut) is spaced three lines per inch to match typewriter double spacing. Headings are entered in the upper left corner of each section to save time and line up tabular settings. Only three typewriter tabular settings are needed to fill out all sections of the Receiving Report. 'PREPARE IN DUPLICATE' appears at the top of the form where it is sure to be noticed before the form is

typed. Simple instructions on how to use the form appear at the bottom.

"All copies of the Receiving Report are on white paper printed exactly alike. Printing costs are less and it is easy to make any number of copies that may be needed on special orders. Sufficient space is given to fill in any entries required. The greatest bottleneck in Centralized Purchasing and Central Receiving at Mississippi State College has been eliminated."

SALES

thought starter

County coded maps for salesmen

The sales department of a chemical

manufacturer with national distribution of its products had the problem of coding counties in each state for purposes of statistical analysis.

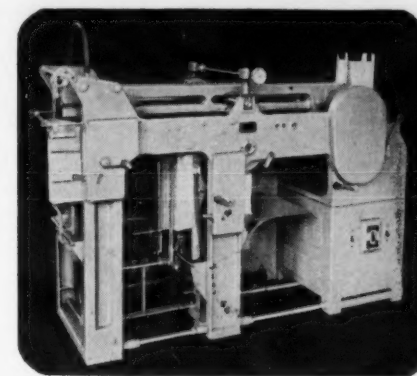
Although numerically coded lists of counties were available, they followed the alphabetic sequence of the counties in each state, making it difficult to locate a county on a map by its code number.

Solution to the problem came in the form of notebook size maps which not only show a number for each county but number them *starting from the top of the state across and down*. A list of counties in alphabetical order and their code numbers is printed adjacent to each map.

For more information, Circle number 745 on the Reader Service Card.

The new Receiving Report requires only one line where several pages were often required to list each item on the old form. The invoice number, date, and amount is all that is needed for the description.

PARTIAL DELIVERY RECEIVING REPORT MISSISSIPPI STATE COLLEGE Form P-3				VOUCHER NO. _____ (For Accounting Dept.)
RECEIVED FROM: <u>Starkville Supply Company</u>		PREPARE IN DUPLICATE		
<u>Box 1514</u>		Original to Receiving Station		
<u>Starkville, Mississippi</u>		Duplicate to your Departmental File		
ORDER NUMBER	DATE RECEIVED	DEPARTMENT	ACCOUNT NUMBER	
<u>1,000</u>	<u>9/15/52</u>	<u>Buildings</u>	<u>532</u>	
QUANTITY RECEIVED	DESCRIPTION OR NUMBER AND DATE OF INVOICE		TOTAL AMOUNT OF INVOICE	
	<u>9.34 -- 9/15/52</u>		<u>2,754.00</u>	
			TOTAL <u>2,754.00</u>	
I (we) approve payment for all items listed above or on above listed invoices to be charged to above department and account number.				
DEPARTMENT HEAD		RECEIVING CLERK		
COMPTROLLER		PRESIDENT		
INSTRUCTIONS				
If you have received your carbon copy of the invoice, fill in the invoice number, date of invoice and total amount of invoice, omitting the "Quantity Received" column and the description. If this report is prepared before you receive your carbon copy of the invoice, fill in the quantity received and description, omitting the "Total Amount of Invoice" column. Prepare a separate Partial Delivery Receiving Report for each Purchase Order on which you receive a partial shipment.				



Scriptomatic

ADDRESSING SYSTEM CUTS COSTS ON PLATES AND STORAGE

Users of this modern method of addressing and record duplicating are showing substantial savings where list operations are complex or large in volume. Key to the system is the Scriptomatic Addressing Machine which permits use of cards for masters. Ordinary office writing equipment is used. Up to 4" of data can be typed on a Scriptomatic master.

Costs of metal stencils, special stencil preparation and bulk storage space are eliminated. Regular tabulating machine cards or group-sort cards may be used as masters. Sales analysis and other statistics may be kept on same cards as your duplicating masters, so that you can use high-speed mechanical methods to pre-sort your lists.

VARIETY OF USERS

Scriptomatic Addressing Machines are being used by the U.S. Navy, and also in mail order work, magazine publishing, finance companies and in commercial reporting . . . proving the broad scope of application for the Scriptomatic System. Perhaps you, too, can cut your costs considerably. We invite your inquiry.

Scriptomatic

SCRIPTOMATIC, INC.
300-316 N. 11TH STREET
PHILADELPHIA 7, PA.

Please send me complete information on the Scriptomatic Addressing System.

NAME
FUNCTION
COMPANY
ADDRESS
CITY STATE

(Circle 715 for more information)

SAMPLE

APPALACHIAN ELECTRIC POWER COMPANY
INTER-DEPARTMENT MEMORANDUM

Mr. T. M. Watkins X J. L. Gilbert X Williamson X
 Reply For: Mr. A. E. Snyder Roanoke Date Sent: September 16, 1952

SAMPLE

APPALACHIAN ELECTRIC POWER COMPANY
INTER-DEPARTMENT MEMORANDUM

To: Mr. T. M. Watkins - J. L. Gilbert Williamson Date Sent: September 16, 1952
 From: Mr. A. E. Snyder Roanoke

On March 31, 1952, we forwarded to you approved
 Authorization for Cremation of certain records in the

Attached are signed copies

Date of Reply: 9-24-52 By: J. L. Gilbert

Please answer on the duplicate copy (pink), retain the original. Use back if necessary.

METHODS *thought starter*

Simplified intra-office memos save time and space

The high cost of paperwork is dramatically evident in the figures compiled by the methods department of a large insurance company who conservatively estimate that the cost of producing a letter is not less than 80¢. Add to that the cost of storage, handling, and destruction, and

\$25 IDEA submitted by A. E. Snyder
 Appalachian Electric Power Co.
 Roanoke, Virginia

one of the great hidden costs of the office assumes appalling proportions.

In any medium sized or large business, intra-company communications tend to proliferate. A department manager writes a letter to a man in another department. He keeps a copy in his own file. Perhaps he carbons a few other employees F.Y.I. (For Your Information). The recipient answers the letter, files the original and a car-

bon of his reply, and usually carbons the same persons the originator designated. These, with the reply, also enter the company files.

Multiply this procedure by the number of communications necessary in your firm and, even assuming that "Information Only" carbonates destroy their carbons, the quantity of stored paper begins to mount.

Appalachian Electric Power Company have taken a simple, costwise step to cut down on creation and storage time, and overhead. A 3-part "Inter-Department Memorandum" is used. The original is white and the copies are pink and yellow. A set of forms is prepared by typewriter or hand whenever brief information is requested or pertinent. The white and pink copies are sent to the addressee. The yellow remains in the originator's file.

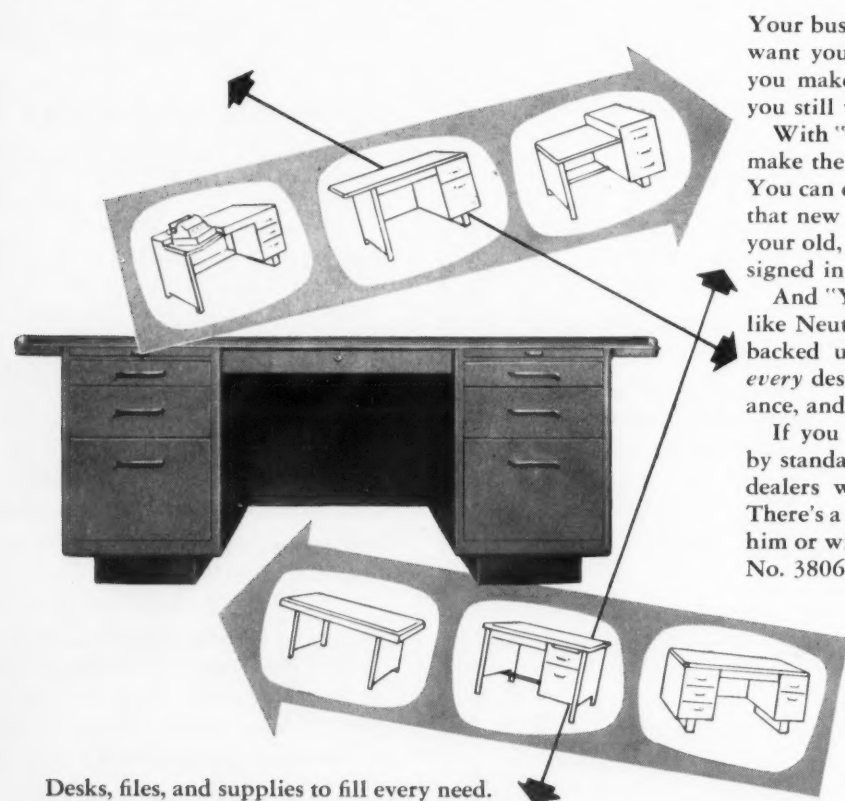
When the addressee receives his copies, he retains the white original and hand writes his answer on the pink copy. This is returned to the original writer who can then destroy his yellow copy and retain the pink one with the original letter and the answer for his files. Thus, in the end, only two copies are in the files—one for each. Ordinarily, there would be two copies in each file.

The cleverly designed forms (see cut) even eliminate the necessity for the original addressee to address his reply. Nor does he even have to designate what the reply is about because all necessary information is on the originally typed, or hand written letter. What's more, the memos can be mailed in bulk from department to department by using a single large envelope for a group of them.

In the example illustrated, the original message was typed and initialed by hand. The addressee attached a brief, 4-word answer, which shows on his white file copy and on the pink copy which is returned to the original writer.

Sets of standard inter-department forms may be purchased from any of the larger forms companies. Or, when desirable, the form may be reproduced internally and regular carbon sheets inserted for the carbons. According to Mr. Snyder the method has proved to be convenient for representatives who work alone at odd hours.

How to grow in any direction ... and keep your balance



Your business is growing ... changing every day. You want your office efficient and good-looking today. If you make changes next year or 10 years from now, you still want an efficient, good-looking office.

With "Y and E" you can have what you want, for we make the most complete line of desks available today. You can expand or change any department and be sure that new "Y and E" equipment will fit perfectly with your old, for you will find the same handsome style designed into the many models in all 4 "Y and E" lines.

And "Y and E" balanced design, unique chameleon-like Neutra-Tone Gray finish, plus strong, clean lines backed up by rigid girder construction, mean that every desk will give lasting good looks, top performance, and adaptability to change for years to come.

If you expect your business to grow, you can save by standardizing on "Y and E" office equipment. Our dealers will prove the benefits of balanced design. There's a franchised "Y and E" dealer in your city. Call him or write us direct for our office equipment catalog No. 3806.

"Y and E" balanced design gives you lasting good looks, top performance, and adaptability to change.



YAWMAN and ERBE MFG. CO., 1017 Jay Street, Rochester 3, N. Y., U. S. A.

(Circle 716 for more information)

Editor's note: The following story describes a system for taking inventory in a chain store. The same basic plan will work equally well for other types of businesses. If your problem is one of manually counting items in stock, chances are it will reduce the time lag between count and final report, when compared to your present method.

Most methods for taking a physical inventory involve painstaking and time-consuming paper work. In the average firm, one person counts the number of items on a shelf or bin and writes the total quantity on an inventory sheet. In a chain store operation, often the sheet is headed with usual prices, and care must be taken to enter the quantity figure in the proper column. When a special price is encountered, the item must be entered in two or more columns, adding up to the correct price. Next, inventory sheets for the store are forwarded to a central or district office where calculator operators then add

74% in counting speed compared with the hand method.

In addition to this phenomenal saving of time on actual inventory work, the new method saves 100% of the time formerly required to extend the hand-written sheets! Because a calculator is used right on the scene of the inventory count, the complete "office" calculating burden is entirely eliminated.

Compare the steps in the new method with the old one described above. The person taking inventory counts the number of items and enters this quantity into the keyboard dials of the calculating machine. Next, the price of the item is entered. The extension immediately appears without further operations. *All figures may be checked on the visible dials of the machine.* The quantity and price are cleared for the next count. *But the extension figure is not cleared.* Rather, it is retained and accumulated with subsequent extensions to produce a final total figure of the value of the merchandise in any

If you take physical inventory

NEW METHOD SPEEDS THE COUNTING AND CONTROLLING OF AN ITEM-BY-ITEM AUDIT

the items in each price column to arrive at a total of all items at each price. These figures are then extended by multiplying the total quantities by their prices. To assure accuracy, the calculating job is often repeated by another operator—with the resultant loss in time and increase in clerical cost.

Recently, a large chain store operation has decentralized these calculating machine operations with amazing savings of time and money.

How The System Works

An approximation of the savings possible with the new method can be obtained from the following experience of an actual user: Under their old hand method of counting and recording, the average "dollar count" per hour per man was only \$1,324. When the new system was installed, the average dollar count per hour per man jumped to \$2,307.50—an increase of

single section or department being inventoried.

In some food stores, a clever recording medium assures that no section or department is overlooked. A mimeographed diagrammatic sketch is provided the inventory taker. This sketch shows each "island" or department. When a final figure is obtained for that department it is immediately entered on the sketch itself. A glance at the sheet instantly spotlights any sections that have not been covered.

Advantages of the New Plan

In addition to the obvious savings in man hours and clerical effort, the time lag between completion of inventory and evaluation of inventory is eliminated. Also, when a discrepancy appears, loss of effectiveness in investigating (caused by the time lag) is minimized. The problem of maintaining a staff of calculating operators, with re-



One-man Operation Where merchandise is easily reached, tests prove the one-man method is most economical. No special training is required.



One Caller—One Operator Where merchandise is hard to reach, two men can speed the job. One calls quantities and prices, while one operates the calculator.



Two Callers—One Operator The calculator is so fast, one operator can do all the figure-work required with two or more men calling alternately.

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Made Especially to Simplify Your Carbon Paper Purchases on a Standardization Basis. One Book of Coupons covers in one Brand your entire needs of Carbon Paper.

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BONE CLEAN. Will not rollmark on any machine. *Copies will not rub*, easy erasure, makes 5 copies on 24-lb. legal paper. Tops for Accountants or for Executive or Drafting Depts. where positive cleanness is a *must*. Once used, all other kinds are positively out.

2nd: New Medium Finish

NON-GREASE. Sharp, yet black print and from 8 to 12 copies depending on paper used. This Carbon is perfect for regular Correspondence Depts. or for all systems of Purchasing or factory orders where medium weight white or colored forms are used. This carbon is exceptionally clean; also, the black coating on the paper will outwear the tissue it is on and that tissue is the strongest made.

3rd: New Strong Finish or 20 copy Carbon

for S.S. Bills of Lading, Export Invoices or where 12 to 20 Copies are a necessity. Some firms are making 25 Copies at one operation on an I.B.M. Machine. IF used on Standard Typewriter with hard platen 20 copies can be made at one time if 10-lb. glazed finish Onion skin tissue is used. This carbon paper is superior for manifolding on all soft or manifolding tissues.

Acquaint yourself with perfect Carbon. We will send Free 6 sheets #1 Bone Clean Carbon; 6 sheets #2, The Perfect Economy Carbon; and 12 sheets #3, The 20 Copy Carbon, if a Purchasing Agent or Secretary will sign the Coupon below. Samples sent in our New Patented Kopy Aligner Box.

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Street

City State

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State Number of Copies usually made

MET

MAIL TODAY

PLEASE

THANKS

sultant training and turnover, does not exist since the store auditors or inventory takers handle the machines themselves.

Three Methods of Use

The new plan can be tailored to accommodate one or more inventory takers working together. (*see cuts*)

In a one man operation, the same person does the counting and the calculating. Thus, if your practice is to place this job in a single man's hands, no disturbance of your present method is necessary.

If you customarily use two persons, the count of items is made by a "caller" who counts the items and calls quantity and price to the machine operator.

For greater speed, two callers may be used. They alternate their calls so that only one person is calling at a time, while the other caller is counting. Space limitations in the store or store room frequently require the use of this method although experimentation to date indicates that the "one-man" method in the store itself is far superior from the point of view of cost.

Comparison of Methods

A carefully controlled test of the three methods described above reveals the following cost figures:

	Total Dollar Count per Hour	Average Dollar Count per Man per Hour
One man	\$2239.00	\$2239.00
Two men	2834.00	1417.00
Three men	4287.00	1429.00

It can be seen from the above that when merchandise or parts are so arranged that one man can conveniently count items and operate the calculator, the one man method is far superior. In cases where the items to be counted are difficult to reach (as in the case of merchandise in closed showcases, behind counters, or on high shelves) the two man or three man method must be employed. The speed of dollar count is not as great as the one man method, but the saving in calculating time more than compensates for it, when compared to the old method of a central calculating pool.

methods



Are YOU fit to manage?

" We are now in a period when the outstanding managers of our business enterprises are not pioneers or traders, not production men, not financiers, not engineers, but men and women skilled in the art of human relations"

DEVEREUX JOSEPHS

EDITOR'S NOTE: While "machines and systems" are the basic ingredients of Management METHODS editorial content, the human relations factor, emphasized by Mr. Devereux Josephs, must always be implied. Human relations is a new science. Its results as a science are not always measurable. It cannot, as yet, be categorized to fit within our expression "practical solutions to management's problems."

In future issues, MM will deal with the many separate facets of the subject. Because we feel "practical" programs such as pension plans, retirement policies, and employee benefits cannot be properly understood out of context with Human Relations thinking as a whole, the following excerpted article is offered through the courtesy of TIME, Inc.

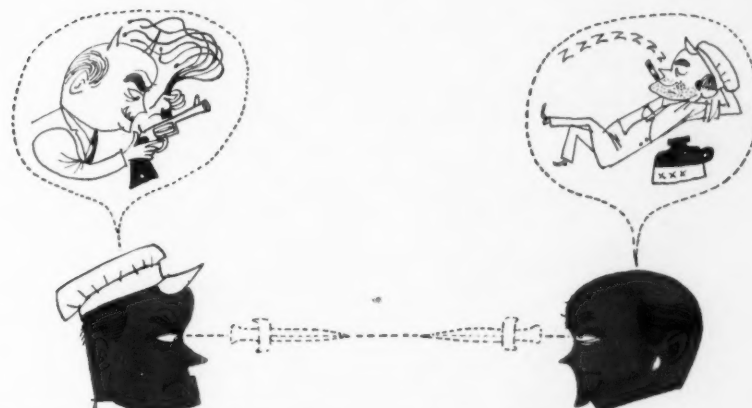
"If it were desired to reduce a man to nothing," wrote Fyodor Dostoevsky in *The House of the Dead*, ". . . it would be necessary only to give his work a character of uselessness." In the 20th century, such a character of uselessness was, in fact, imposed on much of the work done in American factories and offices. It was not a sudden occurrence; it was the result of a long historical process, sped by typical American haste and thoughtlessness.

The Industrial Revolution, which replaced the tools of the independent workmen with machines owned by lenders of capital, had transformed handicraftsmen who were their own bosses into hired hands subject to the orders of managers. Gradually, men felt themselves swallowed by a vast, impersonal machine, which rubbed away

their self-respect and, in a way, their identities. In anger against this betrayal of the human spirit by the Industrial Revolution, millions of workers listened to the false promises of Marx's counterrevolution which, as Russia has proved, offered only greater loss of self-respect and, in the end, slavery.

Now a second Industrial Revolution, quieter but more profound, is sweeping through U. S. industry. Its name: Human Relations in Industry. Its purpose: to give the American worker a sense of usefulness and importance (and thus improve his work). Its goal (stated in one sentence): to make life more fun by making work more meaningful.

In the accepted myths of hardheaded, hardfisted management, tenderness was weakness; workers could not be "coddled" lest they loaf; the only drives to which they responded were greed (more money) or fear (of dismissal). To praise them was simply to invite



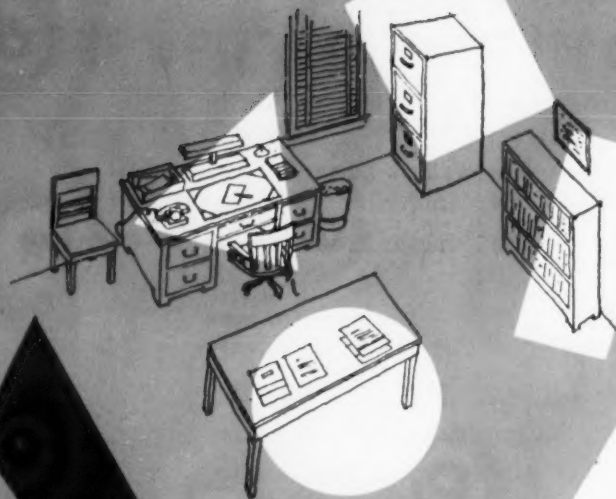
increasing demands. Workers, for their part, nursed long memories of hired spies who betrayed their unions and of uniformed thugs (e.g., the "coal & iron police") who smashed them. In labor's mythology, management was a silk-hatted capitalist who automatically opposed anything good for the workingman; by reflex, the worker opposed anything management favored.

For the new science to make headway in the charged atmosphere there had to be a great change in basic attitudes. The change began with the U.S. Supreme Court's 1937 decision upholding the Wagner Act; it made management realize it had to learn to live with unions. The change was sped by World War II, which not only brought the patriotic necessity for the U.S. industrial machine to achieve maximum output, but flooded the labor force with millions of housewives and other new recruits relatively free of the old suspicions and hostilities.

Management began to learn that the once-feared unions themselves held po-

tentials of higher production. In Pittsburgh, the United Steel Workers challenged one management to name its most productive department. Then the union boosted production there by 210% in a month. In the Toronto plant of Lever Bros., union and management, working together, trimmed the payroll from 693 to 512, the wage bill by 17%, yet achieved greater output in a 40-hour week than in 48 before.

Moreover, housewives, coming into war plants were amazed to discover that they could far exceed the normal output of old hands. At a big Cleveland war plant, one housewife found that she could easily produce 800 grenade pins daily, v. the plant quota of 500. When fellow workers warned her to slow down, she discovered another thing; old hands deliberately limited their output from fear that time-and-motion-study disciples would cut their pay rates by raising production quotas. More and more managers realized that maximum output could be realized



BY UNIFYING YOUR OFFICE

KORDArooms

CREATE MAN HOURS AND SPACE



desk • bookcase • file • partitions ... all in one

(Circle 720 for more information)

**ARE PEOPLE HUMAN BEINGS
WHEN THEY WORK IN OFFICES?**



*Let's examine the working behavior of
the people you pay to work*

Every worker wastes time. Even you. Some of the waste is caused by distraction. Some, by fatigue. But most waste in the average office is caused by conflict. Conflict between the way people really work and the way somebody thinks they ought to work ... between the way people actually use equipment and the way they should use equipment.

The KORDAroom deliberately integrates needed equipment and correct methods with the realities of human behavior.

Put your worker in a KORDAroom, and you immediately give him a work station designed specifically for his working habits.

KORDAroom modules can be combined in over 100,000 variations. Still, most KORDArooms cost less than \$500.

Put your worker in a KORDAroom, and he works faster, better. All his tools are within arm's reach ... in his own files, in his own bookcase ... on his own L-shaped desktop. Even privacy is assured, with his own partitions or walls.

Most important—you have nourished your worker's MORALE. You have recognized his individuality, the importance of his work, his respect for himself. *That human being is far less likely to waste your time—or permit others to waste it.*

Yet, while you provide this priceless ingredient, you also benefit instantly in more tangible ways.

For example ...

**WHEN your business
expands . . .**



K CASE HISTORY

Forced expansion is a problem you cannot avoid today. If you provide spare offices, you tie up space. If you don't, you tie up personnel. Doubly significant therefore is KORDAroom safety margin at **American Cyanamid Company**. To house more engineers, Cyanamid need only move existing KORDArooms closer, add new units as required. Does this photo give you an inspiration?

**WHEN you need
more space . . .**



K CASE HISTORY

Unless you own your building, masonry partitions don't belong to you. Besides, why imprison the future? That was the reasoning of **International Latex Corporation**, with an eye on business flux, office flexibility, costs. Now I.L.C. can enlarge, contract, re-arrange work areas as often as required. KORDAroom modules are interchangeable, can be used over and over again.

**WHEN you need an office
for foremen . . .**



K CASE HISTORY

Can you imagine a tighter spot than a busy factory floor? Or greater need for enabling a supervisor to do his own work, while he watches the work of others? That's the bill KORDArooms fill for **Gray Envelope Company**. Instantly movable. Always compact. Factory or skyscraper, KORDArooms give you offices where you want them, when you want them.

**WHEN your executives
must double in brass . . .**



K CASE HISTORY

Today's operating executive is a doer and a thinker. He needs facilities for production, freedom from distraction—a work room, not a cloister. Ergo, at **Colgate-Palmolive-Peet Co.**, you find—KORDArooms! Note that the executive has reference books, papers, everything—at his fingertips. Three visitors can join him in conference—at his desk, in privacy, without crowding.

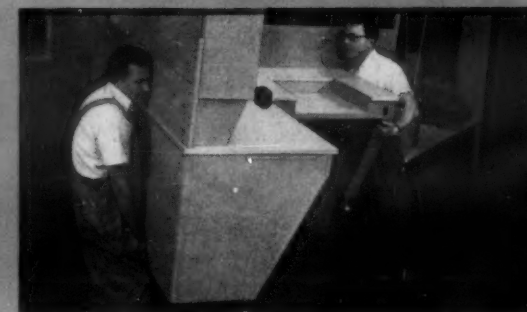
**WHEN you want happy
housing for ALL your people . .**



K CASE HISTORY

Big floor, small floor, whole floor—you never have enough windows, in a traditional layout. Then rank-and-file takes a rear seat, gripes about shoved-in-a-corner feeling. Contrast the difference KORDArooms make at **Sterling Winthrop Research Institute**. Every office provides a front seat. Could this be the tonic your employees need today?

**2 to 200 offices installed
in ONE weekend . . .**



KORDArooms are quickly assembled, without expert help, as fast as they're carried in.



KORDAroom DIVISION

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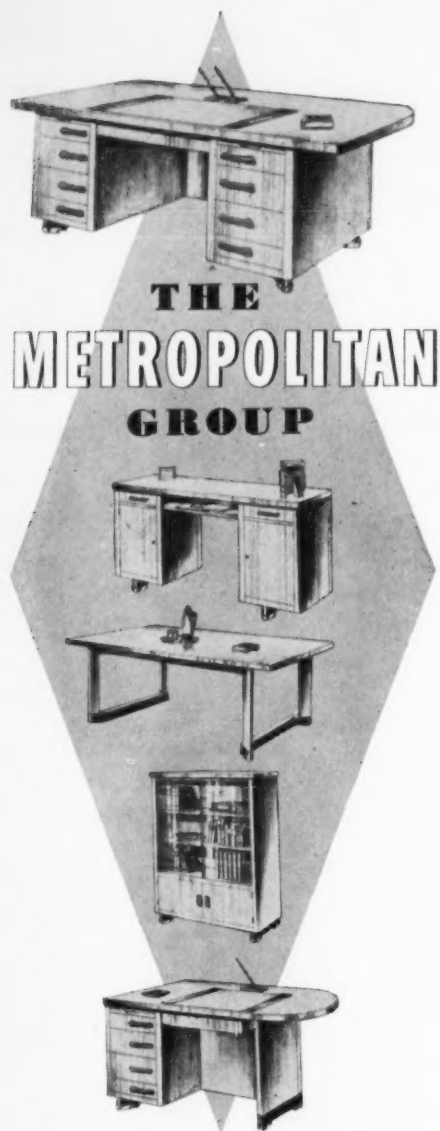
20 WEST 46th STREET, NEW YORK 36, N.Y.

(Circle 720 for more information)

In selecting KORDArooms, you also gain the advantage of economy; you buy KORDArooms directly from us, not from dealers.

Ask for literature, or send your problem to our headquarters. We will, without obligation, submit layouts and recommendations.

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The most impressive furniture
you can place in your
office is the new
METROPOLITAN Group,
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design and flawless
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the ultimate in luxurious
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Consult your Imperial desk
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the new **METROPOLITAN group**.
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Imperial
DESKMARK OF QUALITY

Imperial Desk Company, Evansville 7, Ind.

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only by finding ways to remove these old fears.

In dozens of plants, surveys of employees exploded the prize cliché of management's folklore—that workers wanted only more money. Actually, higher pay rated far down the list of workers' desires. For example, 100 shop workers who were polled by Psychologist S. N. F. Chant on twelve alternatives rated "high pay" as sixth. The Twentieth Century Fund found that wage disputes, the ostensible cause of 80% of all industrial conflicts, are only secondary causes: "Some of the industries most plagued by strikes . . . are among those where the highest wages are being paid." After ten years of polling workers, Elmo Roper concluded that their four chief desires are 1) security ("the right to work continuously at reasonably good wages"), 2)



a chance to advance, 3) treatment as human beings, 4) dignity.

Yet the alarming fact, as agreed by all investigators, was that modern industry largely frustrates these desires. Detroit Edison, in a poll of its 11,000 employees, found that 43% did not believe that the company was "really interested" in their ideas. After a study of the auto industry, Author Peter Drucker, management consultant, concluded that the average worker regards his status as frozen, with little hope of advancement, and hopes to keep his sons from doing the same work.

There was equal agreement on the causes of such widespread discontent

and emotional frustration. Businesses had grown to such a size that the average worker lost all sense of personal contact with his employers. The constant increase in mechanization took away his sense of personal pride and self-identification with the final product; frequently he did not even know the use of the part he made. The robot nature of many tasks thwarted the craving for prestige; the hope of advancement was lost in the growing tendency to choose management material not from men up from the bench, but from young, college-trained technicians.

These discoveries came to a head at a time when U. S. management was best equipped to do something about them; management itself had undergone a revolution. Death and taxes had all but eclipsed the great owner-management dynasties epitomized by Carnegie, Ford and Rockefeller. In their place had come the professional managers, the engineer-trained technicians, e.g., DuPont's Crawford Greenewalt, General Electric's Philip Reed, General Motors' C. E. Wilson, Standard Oil's (N.J.) Frank Abrams. They took over industrial societies grown so huge that the average owner (i.e., stockholder) seldom exercised more than theoretical control. Profits were still the test of efficiency, and a fair return to the stockholder a prime duty of management. But the tremendous diffusion of ownership enabled the professional manager to give first concern to the economic health of the whole corporate body, in which the welfare of workers was as vital as that of stockholders. Since increased welfare promised greater efficiency, the new managers welcomed experiments.

In Marion, Va., the Harwood Manufacturing Co., which had 600 employees, mostly women, making pajamas, discovered that whenever it changed the work, only one-third of the workers ever got back to their old output rate. Many others quit, and most union grievances followed such changes. The company tried an experiment: one group was simply told of the change, another was told of the necessity for it and permitted to work out for itself the necessary revisions in quotas and rates. Result: its production quickly passed the old average of 60 hourly

units per worker, and reached more than 80. The first group barely exceeded 50 units, and 17% of its members shortly quit. It also filed a complaint with the union that the new rate was "unjust," although investigations proved it generous. Yet when the survivors of this group were trained in the new way, they went up to a score of 73 within eight days.

At Detroit's Bundy Tubing Co., which had a history of ill will against the speed-up and fear of cuts in output rates, every attempt to boost production by special incentives had failed. The company offered the union a novel proposal: set a certain standard for labor costs, and let workers and management share all the savings when increased output drove costs below that figure. Not only did production beat all records, but the workers themselves



began prodding slackers and berating absentees.

These lessons have borne fruit. In most big U. S. corporations, the new field of human relations is regarded as important, and equally as promising, as industrial research. Ford Motor Co. is spending millions to explore the untapped potentials of man. General Motors, the world's biggest industrial corporation, is drawing useful lessons from its World War II experiences.

At one G.M. aircraft parts plant, the manager almost turned down the offer of a visit by a combat-scarred B-17 and crew; he feared it would disrupt production. Instead, output shot up, not

methods

because the workers were thrilled by the bomber, but because the maintenance crew told them for the first time what the parts they made were used for. Another G.M. plant, which had to train workers to make carbines, had each new employee shoot the actual carbine, and take it apart to see the significance of the part he would make. Despite their lack of skill their output was high.

Other companies are tackling the problem of size and resulting loss of individual identity. Robert Wood Johnson, whose family's famed Johnson & Johnson had grown up as a huge plant at New Brunswick, N. J., decentralized much of it into small, new, ultra-modern factories, each making a single product line and small enough so that the president can usually call every worker by name. Not only has Johnson & Johnson been free of strikes, but the C.I.O. Textile Workers union is the first to praise its enlightened methods.

Many plants are encouraging their workers at self-government through broadening their corporate responsibilities. Parker Pen replaced the hated time-clock with an honor system, found that tardiness virtually vanished. The Commerce Trust Co. of Kansas City met the time loss from the morning "coffee rush" by providing free coffee.

A new concept of the role of employers and employees in the corporation is being formed. Some examples: Pittsburgh's Wiegand Co. lends money, interest free, to employees who need it to buy homes, etc.; Allegheny Ludlum Steel holds "open houses" to let families see what their breadwinner does, and production goes up on visiting days; Weirton Steel now tags almost everything moving through the plant to let workers know what it will make.

Actually, far from being an occult science, human relations is nothing more than good will—and applied common sense. Much of it depends on simple things, such as making a plant more comfortable, and a friendlier place to work. Virtually every big company now sponsors plant bowling, baseball, dances, etc.; Westinghouse abets employee operettas, orchestras, picnics, even shows movies in its plants during lunch hours.



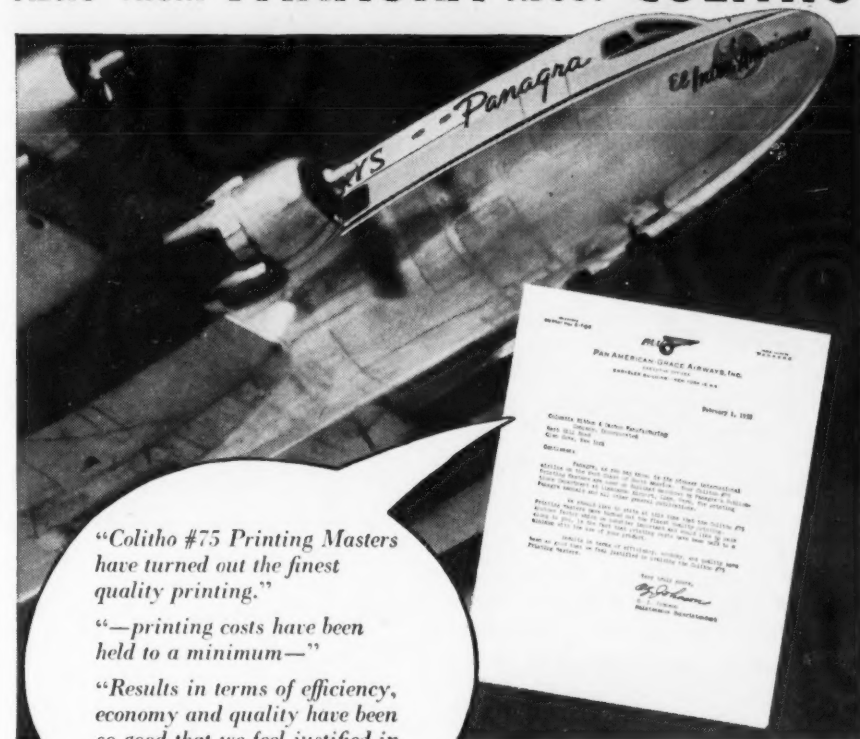
Yet that does not mean that every employer has seen the practical value of the new concept, or has accepted it. Some bitterenders still regard any concession to the workers as a threat to their own authority. Others sometimes do more harm than good by doling out favors with an air of paternalism. Said one Kansas City industrialist: "We give our employees a Christmas party and that keeps 'em happy until we throw 'em a summer picnic." Still others have made the mistake of trying to create good human relations by mere words.

But by and large, the intent of this swiftly growing trend is not only genuine, but represents a movement toward an entirely new philosophy of management.

Nowhere has this new philosophy been better expressed than by General Foods' Chairman Clarence Francis at a postwar convention of the National Association of Manufacturers. Said Francis: "You can buy a man's time, you can buy a man's physical presence at a given place; you can even buy a measured number of skilled muscular motions per hour or day. But you cannot buy enthusiasm; you cannot buy initiative; you cannot buy loyalty; you cannot buy the devotion of hearts, minds and souls. You have to earn these things. . . . It is ironic that Americans—the most advanced people technically, mechanically and industrially—should have waited until a comparatively recent period to inquire into the most promising single source of productivity; namely, the human will to work. It is hopeful, on the other hand, that the search is now under way."

In that search, at mid-century, lies the finest hope and promise of the Capitalist Revolution.

NEWS FROM PANAGRA ABOUT COLITHO



"Colitho #75 Printing Masters have turned out the finest quality printing."

"—printing costs have been held to a minimum—"

"Results in terms of efficiency, economy and quality have been so good that we feel justified in praising the Colitho #75 Printing Masters."

People in all kinds of businesses enjoy the happy experiences which Mr. O. Z. Johnson, Maintenance Superintendent for Pan American-Grace Airways, describes in his unsolicited letter. They know because their offset duplicating too, is on the high quality level attainable with Colitho Plates and Colitho Offset Duplicating Supplies.

It's you who have not yet tried Colitho who still have a pleasant surprise coming—and believe Mr. Johnson, if not us—you will be surprised at the clean, neat work and the volume of it you'll get from Colitho Plates.

Colitho Plates were designed universally for all duplicators. They must stand on their own merits and stand they do!

Colitho Plates are easy to prepare—

write, type, print, or draw—and how quick! They require no pre-treatments—no aging—and no pampering. You handle Colitho Plates like an ordinary sheet of paper, yet the work comes out free of smudges and fingermarks. You can even fold and mail them! Long runs, re-runs and long life are Colitho characteristics which result in real economy.

So, find out why Mr. Johnson is so enthusiastic. Mail the coupon for samples and the complete Colitho story. (We'll tell you also how the Colitho "One-Write" idea cuts cost in business systems paper work.)

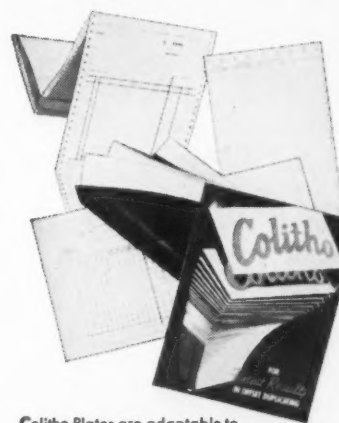


COLUMBIA RIBBON & CARBON MFG. CO., Inc.
1203 Herb Hill Road, Glen Cove, L. I., New York

Colitho

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Colitho plates and supplies make any offset duplicator a better duplicator.



Colitho Plates are adaptable to purchasing, manufacturing, distribution, selling, billing and accounting forms.

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1203 Herb Hill Road, Glen Cove, L. I., N. Y. MM-12

Please send me a copy of the Colitho Manual and samples of Colitho Masters.

Name _____

Title _____

Company _____

Address _____

City _____ Zone _____ State _____

Make of Duplicator _____ Model _____

Plate Size _____ Clamp Style _____

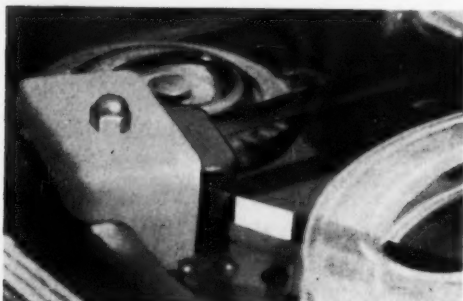
(Circle 701 for more information)

clippings

NEW LITERATURE AND PRODUCTS IN THE EDITOR'S MAIL

Simple system for sound-slide synchronizing

A new method for accurately and automatically synchronizing recorded commentary with projection slides has recently been developed. Based on an electronic system, it forms a link between the tape recorder and the slide projector. The taped commentary may be cued for slide changing, using white cueing patches applied to the back of the magnetic tape. When the cued portion of the tape passes through a specially designed electric eye mechanism, the slide projector's changing apparatus is triggered electronically. These patches may be removed and switched about as desired without harming either the tape or the sound



quality. As many as three automatic synchronized slide changes per second are attainable, enabling the demonstration of "explosion" views and "stop motion" action. Any tape recorder and most 16 mm, 35 mm, or 2 inch by 2 inch slide equipment now on the market can be easily adapted for full automatic synchronization.

For more information and prices, Circle number 748 on the Reader Service Card.

Safer payroll check protects against crooks

A new, safer check has recently been developed to make the "void" markings more visible if an ink eradicator is used by a check-raiser. The warning words flash into view ten times faster than on any check-staining chemical known. As shown in the photograph, contrast between the old and new markings is evident. Not only are the new "voids" much more intense in appearance, but they are more stable against deterioration in use, thereby greatly magnifying the problems of would-be check raisers.



Though sensitive to any eradicator, the check will not be affected by damp hands, high humidity, or direct contact with water.

For more information, Circle number 746 on the Reader Service Card.

New automatic typewriter triples secretary's production

Known as the Three Unit Copy Typist, this new machine consists of three typewriters. Whatever is typed on the "master" machine is simultaneously and automatically reproduced on the two "slaves." They are mounted on a special desk which contains the electrical-pneumatic mechanism that does the work.

The machine is suited for any office typing job in which different forms are



prepared at the same time. It also speeds up the typing of large numbers of carbon copies. It also is especially useful in filling out orders, invoices, bills, factory production forms, and labels. In direct mail, three times as many original letters can be typed as would be possible with a conventional typewriter.

For more information, Circle number 747 on the Reader Service Card.

New round rubber band easier to pick up

An innovation in rubber bands is the new round shape which one manufacturer has offered instead of the long familiar oblong. When the new band is picked up singly, or in production assembly work, it falls over the finger readily—thus is a real time and money saver in any type of banding operation.

The new bands are available in a variety of brilliant colors which can be used for coding as an automatic by-product. The manufacturer, who still manufactures the standard shaped band, states that 88% of their orders are for the new round type and



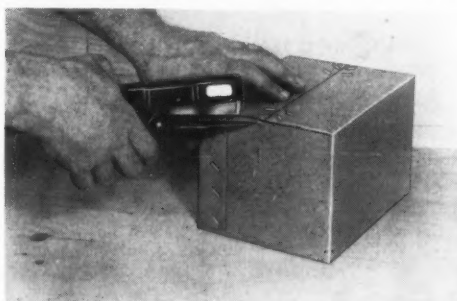
that the demand has been so great that they are planning to open a new plant to handle it.

For more information, Circle number 744 on the Reader Service Card.

Stapling plier for corrugated containers

A new stapling plier that should prove to be a valuable asset to the shipping room has recently been announced. Used essentially for setting up and sealing corrugated containers, it has a blade that is quickly and easily inserted through the fold of the container, making a small, thin slit. A simple squeeze of the handles drives and punches a strong staple, forming a secure fastening.

For more information and prices, Circle number 743 on the Reader Service Card.



NEW LITERATURE

How you can read faster

An interesting 20-page brochure on faster reading techniques has been made available to METHODS' readers. It details both company and home training programs' (see METHODS, October, 1952).

For a free copy, Circle number 742 on the Reader Service Card.

Business survival after atomic attack

A report to industry on ways and means of setting up an industrial defense program was released recently by the Systems and Procedures Association of America. This report, two years in the making, was prepared for the association by an expert in the field of management research and industrial defense. Over 100 pages long, it covers industrial defense not only in terms of plant protection, but also the broader, non-physical measures relating to the effect on capital structure, insurance programs, cash position, legal commitments, and distribution and marketing arrangements. Plans are set forth which will enable a company to set up a defense program designed to afford maximum protection for the principal management functions of administration, personnel, engineering, manufacturing and distribution.

Copies of this report may be purchased at \$3.00 each from Mr. Donald K. Titus, Management Planning Group, 17 East 49th Street, New York, N. Y.

Pressure-sensitive tape applications

A 16-page booklet outlining a multitude of applications for pressure-sensitive tape has just been released. Containing 59 photographs and drawings of typical uses, it covers 5 types of tape; cellophane, acetate fiber, acetate film, double-coated, and filament tape. The booklet covers office applications only.

For a free copy, Circle number 741 on the Reader Service Card.

Letter head design

One of America's best known designers has recently prepared a portfolio of original business letterheads to serve as a source of ideas for professional men and business executives. The portfolio is titled, *How to design a letterhead* and includes concrete suggestions on the subject. Ten sample letterheads are provided in addition to the booklet.

For a free copy, Circle number 740 on the Reader Service Card.

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CLASSIFIED

16 MM SOUND PROJECTOR

Unused AMPRO Premier 20. Retail price \$540. For sale at \$300. Complete with handsome carrying cases. Ideal for training films, sales presentations, club and home movies, etc. Can be seen at Room 805, 141 East 44th Street, N. Y. 17, N. Y., telephone Murray Hill 7-0147.

space mobility

space control

IN LINCOLN ELECTRIC'S MODERN OFFICES

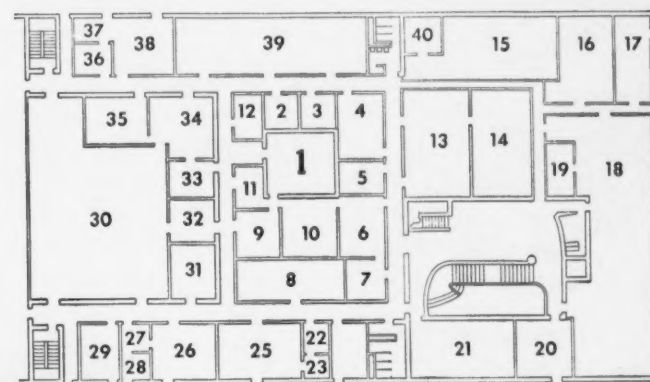
Efficiency First

has been made lasting with

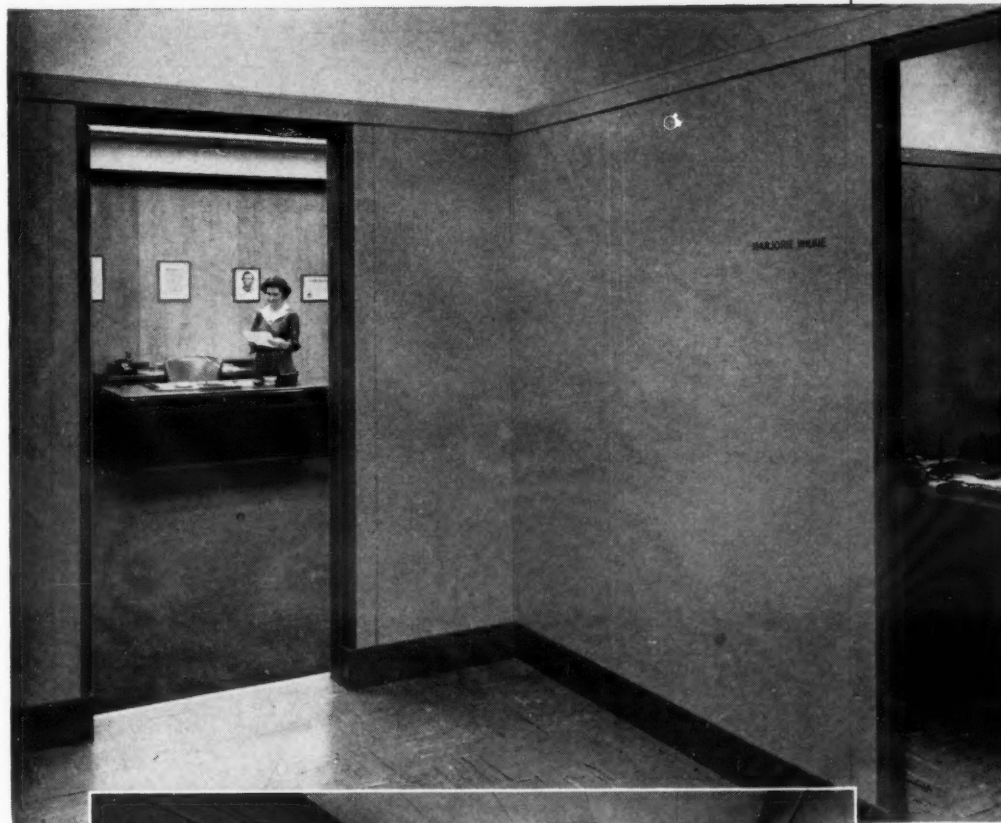
MILLS

Movable

WALLS



Office Layout



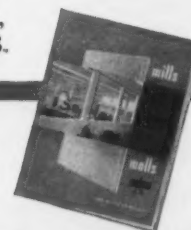
Lincoln Electric Company's new 20-acre plant is designed for maximum efficiency in every area, for office as well as production operations. All offices are located in the center of the factory building, with the president's office, No. 1 in floor plan and pictured at left, in the exact center of everything, surrounded by key personnel.

Future efficiency is assured by subdividing all office space with Mills Movable Metal Walls. As progress creates changes in space requirements Mills Walls can be moved to fit new layouts—in a matter of hours, with minimum labor, at very low cost and without interrupting normal routine.

Mills Walls combine mobility with distinctively modern and attractive appearance. Insulated and sound-proofed, they require no maintenance but occasional washing to keep them looking fresh and bright.

★ ★ ★

Your office space can be made more efficient by mobilizing it, through flexible interiors formed by Mills Movable Metal Walls. For complete information on this modern, efficient way to subdivide interior space write for this easy-to-read, 48-page booklet, Mills Catalog No. 53.



THE MILLS COMPANY
992 Wayside Road • Cleveland 10, Ohio

(Circle 712 for more information)

Now...statistical typing takes on a new speed and ease with the *Ten Key Tabulator* Electri-conomy Typewriter



Here's the fast, effortless way to perform columnar tabulation for billing or statistical work. Since operation on the superb new 10-Key Tabulator Electri-conomy Typewriter is completely electric, you'll find that it turns out *more work, better work—in less time and with less effort.*

And, because the 10-key Tabulator is conveniently located at the base of the keyboard it is immediately accessible to the operator . . . to save time and speed output . . . increase individual productivity.

The Remington 10-key Tabulator Electri-conomy is also an ideal all-purpose electric typewriter—suited to meet every typing requirement. Correspondence is always uniform. Distinctive offset masters are sharp and even in impression and 15 or more clear, legible carbon copies may be obtained at a *single* typing. Operators work more efficiently and experience less typing fatigue because *electricity does the work.*

The 10-key Tabulator Electri-conomy is ideal for:
**billing operations • financial reports • bank
 ledgers • tax listings • accounting reports
 • purchase orders • audit reports.**

IN FOREIGN HEADQUARTERS AND BRANCHES										
Cash and accounts	\$ 100.00	\$ 200.00	\$ 300.00	\$ 400.00	\$ 500.00	\$ 600.00	\$ 700.00	\$ 800.00	\$ 900.00	\$ 1,000.00
Trade receivables	1,000.00	2,000.00	3,000.00	4,000.00	5,000.00	6,000.00	7,000.00	8,000.00	9,000.00	10,000.00
Accounts receivable	10,000.00	20,000.00	30,000.00	40,000.00	50,000.00	60,000.00	70,000.00	80,000.00	90,000.00	100,000.00
Accounts payable	100,000.00	200,000.00	300,000.00	400,000.00	500,000.00	600,000.00	700,000.00	800,000.00	900,000.00	1,000,000.00
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